Ndwedwe Local Municipality

uMasipala waseNdwedwe

ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF MAPS:

LIST OF TABLES

DEFINITIONS	
Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to parliament and provincial legislatures as prescribed by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). This includes plans, budgets, and 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 *"what we do"*.
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 Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003). Such a report must include the annual financial statements as submitted to 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 Key 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)	Sets out municipal goals and development plans.
National Key Performance Areas	Five National Key Performance Areas are: • Municipal Transformation and Institutional Development • Basic Service Delivery and infrastructure Development • Good Governance and Community Participation • Cross Cutting Interventions • Social and Economic Development • Financial Viability and Management
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 "w*hat 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 immunisation, 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 employee performance management and development system (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 and Budget Implementation Plan	Detailed plan annually 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."*

ACRONYMS

A/PC	Audit/Performance Committee
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APR	Annual Performance Report
AQMP	Air Quality Management Plan
ASB	Accounting Standards Board
ACF	Anti-Corruption and Fraud

CBD	Central Business District
CCAP	Climate Change Adaption Plan
CFO	Chief Financial Officer
CIGFARO	Chartered Institute of Government Finance Audit and Risk Officers
CLLR	Councilor
CIP	Comprehensive Infrastructure Plan
RCM	Risk and Compliance Manager
DA	Democratic Alliance
DCOGTA	Department of Co-operative Governance and Traditional Affairs
DED	Department of Economic Development
DoA	Department of Agriculture
DoRA	Division of Revenue Act
DRDLR	Department of Rural Development and Land Reform
ECD	Early Childhood Development
EEA	Employment Equity Act
EFF	Economic Freedom Fighters
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Program
FRM	Fraud Risk Management
GIS	Geographic Information System
GRAP	Generally Recognized Accounting Practice
GV	General Valuation
GVA	Gross Value Added
HIV	Human Immunodeficiency Virus
HR	Human Resources
IAS	Invasive Alien Species
IFP	Inkatha Freedom Party
ICT	Information and Communication Technology

IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IGR	Inter-Governmental Relations
INEP	Integrated National Electrification Funding
IOD	Injury on Duty
ISAMAO	Institute of South African Municipal Accounting Officers
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LLF	Local Labour Forum
MM	Municipal Manager
MFMA	Municipal Finance Management Act
MGRO	Municipal Governance Review and Outlook
MICE	Meetings, Incentives, Conferences and Exhibitions
MIG	Municipal Infrastructure Grant
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
mSCOA	Municipal Standard Chart of Accounts
NBR	National Building Regulations
NEMAQA	National Environmental Management Air Quality Act
NEMBA	National Environmental Management: Biodiversity Act
NERSA	National Energy Regulator of South Africa
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation

NQF	National Qualification Framework
PMS	Performance Management System
PPP	Public Private Partnership
RBIG	Regional Bulk Services Infrastructure Grant
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SAPS	South African Police Service
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprise Development Agency
SEM	Staff Employee Monitoring
SMMEs	Small Medium and Micro Enterprises
SO	Strategic Objective
SOP	Standard Operating Procedure
STATSSA	Statistics South Africa
SV	Supplementary Valuation
TASK	Tuned Assessment of Skills and Knowledge
UIF	Unemployment Insurance Fund

CHAPTER ONE

Mayor's Foreword
(Executive Summary)

CHAPTER 1:

COMPONENT A: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

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

It gives me great pleasure to present a comprehensive account of the municipal performance for the year that ended on 30 June 2025. The preparation of this annual report took cognisance of the provisions of section 72 of the Local Government: Municipal Finance Management Act, Act 56 of 2003 and Section 46 of the Municipal Systems Act, stating municipalities are required to prepare an annual report for each financial year. This report provides a roadmap for the development of the municipal area throughout the Ndwedwe Local Municipality. The priorities and strategic interventions of this Council were formulated during the Municipal Strategic Planning Session that was held on 03-07 March 2025 to confirm the municipality's vision, mission, strategic objectives and organogram in line with the government priorities and initiatives. Furthermore, to discuss and reflect on service delivery successes, challenges, and measures to be implemented as well as planning for the next financial year.

This Annual Report encapsulates the 2024/2025 financial year which illustrates the Council's commitments to eradicating service delivery infrastructure backlogs through the Municipal Infrastructure Grant (MIG). The infrastructure projects that have been included in this Annual Report emanate from an appreciation of the many households that still do not have access to roads, electricity, community halls and sport fields. Our long-term development outlook for infrastructure is to cater for the domestic and economic demands of our municipal area. The performance is reported according to the 6 KPA's as follows:

Municipal Transformation and Institutional Development: The municipality implemented the following projects for this KPA:

- The Reviewed 2024/2025 Organisational Structure.

- 18 Funded Positions were filled.
- The Reviewed 2024/2025 Municipal Policies, Strategies and Plans are adopted.
- The 2024/2025 Workplace Skills Plan (WSP) is reviewed, submitted and adopted by Council.
- 1% of all municipality's employees' basic salary budget actually spent on implementing Workplace Skills Plan.
- Municipality's employees' trained as per the approved Workplace Skills Plan.
- Councillors trained.
- Section 54/56 Employees signed Performance Agreements.
- Council meetings held.
- EXCO meetings held.
- MPAC committee meetings. Community Services Portfolio Committee Meetings held.
- Economic Development and Planning Portfolio Committee Meetings held.
- Finance Portfolio Committee Meetings held.
- Technical Services Portfolio Committee Meetings held.
- Corporate Services Portfolio Committee Meetings held.
- Executive Management Committee Meetings Held.

Basic Service Delivery KPA: We undertook concrete strides to deliver the Municipality's priority programmes as per the Ndwedwe Municipality Integrated Development Plan (IDP). 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.

The Council is proud of the milestones it has achieved in the 2024/2025 financial year which among others include handover of:

- Hlalakahle Community Development Centre Ward 07
- Msengeni Community Development Cent Ward 08
- Makhawula/Ntaphuka Community Hall Ward 13
- Ndwedwe Disaster and Emergency Services Phase 1 Ward 15

- Khanyisa Sport field Ward 09 (Multiyear Project)
- Ndwedwe Municipal Offices Phase 2
- Ndwedwe Town Infrastructure Ward 15 (Multiyear Project)
- Maqokomela Community Development Centre Ward 10.

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

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

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 and bush clearing etc.

Financial Viability and Management KPA: We reasonably envisage to improve the audit outcome. This has since become part of our culture that has been induced in our system over the last two years. To this end, our internal mechanisms and systems ensure that we remain committed to combat fraud and corruption as a Municipality. The following strategies for the financial viability and management KPA and related projects were implemented:

- *The Final 2024/2025 Section 72 report was prepared & submitted.*
- *The Draft 2024/2025 Annual Budget was prepared & tabled to Council.*
- *The Final 2024/2025 Adjustment budget was reviewed and adopted by Council.*
- *The Final Annual 2024/2025 Budget was prepared & adopted by Council.*
- *68% of revenue was collected.*
- 1 General and Supplementary Valuation Roll was finalised.
- *Supply Chain Management Quarterly Reports were prepared and submitted.*
- *Section 71 Monthly reports were prepared and submitted to Mayor and PT.*
- *Section 52 quarterly reports were prepared and adopted by Council*

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.

Local Economic Development: The Municipality moved relentlessly to align its operations with the Sustainable Development Goals, National Development Plan 2030, Provincial Growth and Development Strategy, National Infrastructure Plan, National Government Outcomes, Provincial Priorities, District Growth & Development Strategy as well as other strategies that guiding municipal development socially and economically. Congruent with the PGDS Goal 1 of job creation, the Municipality ensured the implementation of the EPWP project which helped in the creation of 85 job opportunities in this financial year.

The PGDS has six goals and the Municipality aligns to all of them. The alignment is enunciated in our Integrated Development Plan. Meanwhile, as part of the preparations for the fifth generation Integrated Development Plan (IDP). The Municipality took deliberate steps to ensure that its objectives enjoy alignment to all the relevant national, provincial and local strategies. The following strategies for the Ndwedwe Municipality LED and related projects were implemented:

- 17 Commercial Gardens were supported.
- 21 Cooperatives were supported.
- 115 SMMEs were supported.
- 2 Farmers market day events were held.

Good Governance and Public Participation: The Municipality's Integrated Development Plan is a five-year strategic plan, whereby the community's interests and priorities are assessed for implementation. Accordingly, we took the initiative to present the 2024/2025 IDP and budget utilising local community radio station and community meetings. In terms of 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. We have ensured that a performance management system is in place, which serves to guarantee that the Municipality delivers on the set strategic objectives and targets. The Management reports against planned targets on a monthly basis, which are then audited quarterly by the Municipality's internal audit unit. It is apparent that our Municipality shall continue to work in harmony with provincial and national government to ensure essential services delivery during this period. Ndwedwe values the opinions of the public thus ensuring that the municipality delivers services to its citizenry. The following resulted in KPI targets being met:

- The review of 16 Risk Management Registers.

- Annual Risk assessment was conducted.
- 4 Risk Management and Compliance Committee reports submitted.
- 9 Quarterly reports submitted to Audit Committee.
- Reviewed Internal Audit Charter and Plan.
- The submission of Internal audit plan to the Audit Committee.
- The preparation and adoption of SDBIP.
- The preparation of AR and Oversight.
- 3 Quarterly Performance reviews of Senior Managers conducted.
- 1 Reviewed Performance Management Framework approved by Council.
- The submission of 2024/2025 IDP Review.
- 1 Speaker's Izimbizo's were held
- 11 IDP/Budget Izimbizo’s held
- 1 Ward committee training held.
- 20 Media slots were broadcasted.
- 573 Refuse collected at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebella, Bhamshela and Sonkombo.
- 15 Ward committee meetings were conducted.
- 2 Newsletters developed by 30 June 2025.
- Final Public Participation Strategy reviewed and approved by Council.

Cross Cutting Interventions: The establishment of ward committees to assist the municipality in its public participation in the municipal development programmes concerning to service delivery. The following projects were implemented:

- *The review and adoption of 2024/2025 Disaster Management Framework.*
- *The review and adoption of 2024/2025 Disaster Management Sector Plan.*
- *The review and adoption of 2024/2025 Disaster Management Plan.*

In conclusion, we promise the community of Ndwedwe that we will deliver basic services to all the 19 wards and leave no stones unturned. I wish to thank all councillors for their continued commitment and support in ensuring that the good decorum of the municipality is not compromised

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 eThekwini 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 Km^2 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 Km^2. 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.

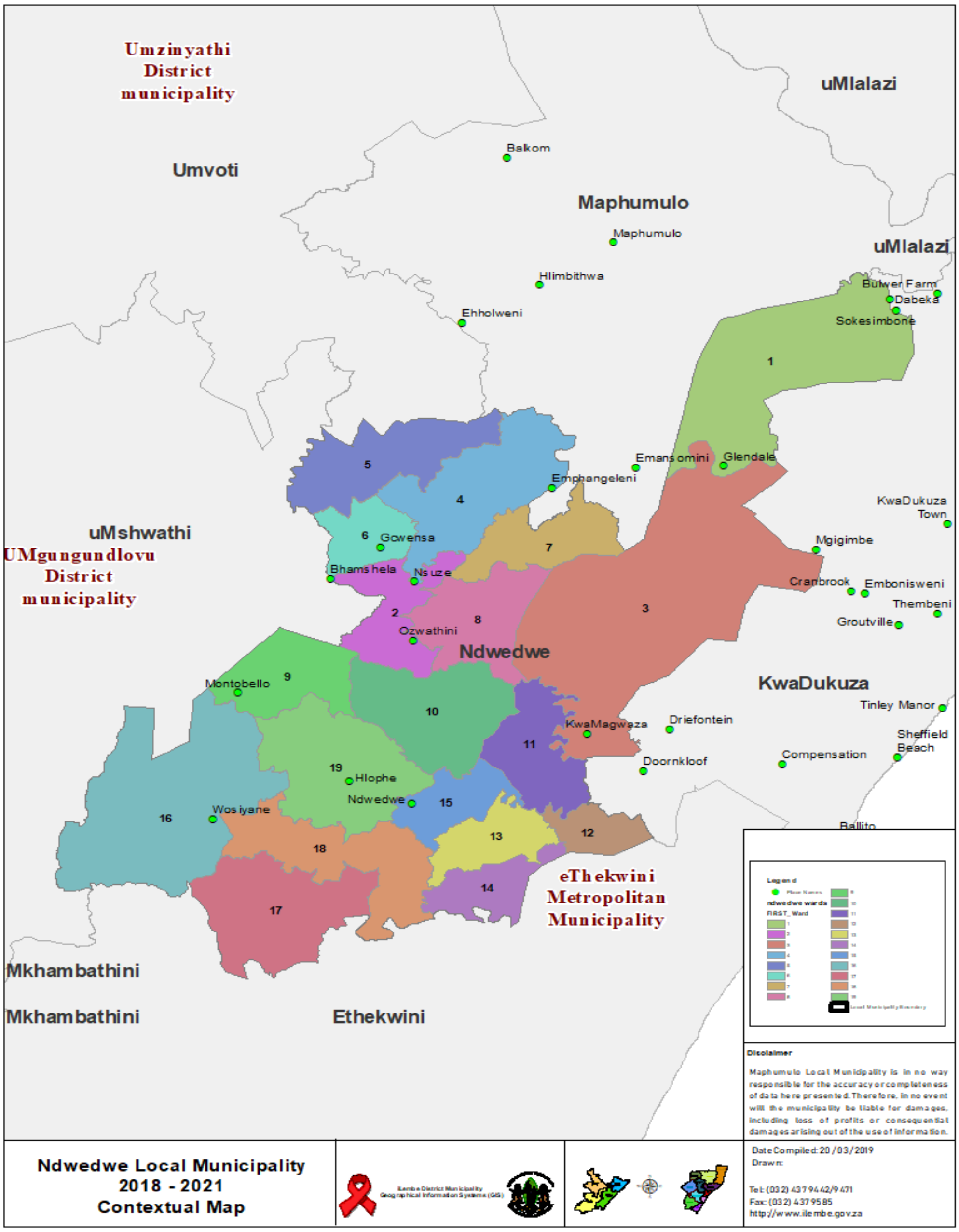
The Locality Map below spatially depicts the Local Municipality's location within the iLembe District Municipality and the KwaZulu-Natal Province.

Table1: NDWEDWE POPULATION

TOTAL POPULATION 2011	TOTAL POPULATION 2022
140 820	165 826

SOURCE: STATS SA 2011-2022

MAP: 1 NDWEDWE MUNICIPALITY LOCALITY MAP



1. MUNICIPAL MANAGER OVERVIEW

It is with great honour and privilege for me to table the 2024/2025 annual report (AR) which is done in fulfilment of the legislative prerequisites, and which accords us the opportunity to account for our actions in the year under review. 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.

According to the Section 46 of the Municipal Systems Act No. 32 of 2000, the Accounting Officer of a Municipality must, after the end of each year, compile the Annual Performance Report and Annual Financial Statements which forms part of the Annual Report. The Municipal Finance Management Act (MFMA) (Act 56 of 2003) Section 121 thereof further provides that the Municipal Manager must within six (6) months after the end of a financial year, present the Annual Report. The Mayor, within seven (7) months after the end of the Financial Year, must table the Annual Report to Council for adoption.

It is a pleasure for me to provide highlights and the considerable effort made by Ndwedwe Local Municipality in strengthening governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning Session held on 03 to 07 March 2025 and which emphasis the issue of speeding up services to the community.

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 2022/2023, 2023/2024 and 2024/2025 financial years and an Auditor General Action Plan is in place to address the findings identified. Under Governance and Compliance, the Municipality has appointed a Disciplinary Board, an Audit and Performance Committee and Risk Management Committee are in place and functional.

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

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

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

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

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

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

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

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

I thank you.

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MR S.D.G KHUZWAYO
MUNICIPAL MANAGER

1.1 ADMINISTRATIVE GOVERNANCE

The Constitution states in section 156(1) that a municipality has executive authority in respect of and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5. In terms of the Municipal Structures Act No. 117 of 1998 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. Local Municipality is responsible for several functions some of which are not being performed due to lack of capacity and funding. The municipality has executive authority in respect of and has the right to administer the local government matters are the functions contained in the table below.

Table 2: Powers and Functions of the Municipality

Municipal Action	Functions currently performed		Capacity to perform the function	
	Yes	No	Yes	No
1. Air pollution	-	X	-	X
2.Building Regulation	-	X	-	X
3.Childcare facilities	-	X	X	-
4.Fire Fighting	X	-	X	-
5.Local Tourism	X	-	X	-
6.Municipal Planning	X	-	X	-
7.Storm water	X	-	-	X
8.Trading Regulations	-	X	-	X
9. Billboard and display of advertisement in public places	-	X	-	X
10. Cemeteries, funeral parlour and crematoria	-	X	-	X
11. Cleansing	X	-	X	-
12.Control Public nuisance	X	-	-	X
13. Licensing of dogs	-	X	-	X
14. Municipal Abattoirs	-	X	-	X
15.Licensing and control undertakings that sell food to the public	-	X	-	X
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X
17.Local amenities	X	-	-	X
18. Local sports facilities	X	-	X	-
19. Markets	X	-	X	-
20. Parks and recreation	-	X	-	X
21. Pounds	-	X	-	X
22.Municipal Roads	X	-	X	-
23.Noise pollution	-	X	-	X
24. Public places	-	X	-	X
25.Electricity Reticulation	-	X	-	X
26.Cemeteries, Funeral Parlours and Crematoria	-	X	-	X
27. Facilities for the accommodation, care and burial of animals	-	X	-	X
28. Fencing and fences	X	-	-	X
29.Libraries	X	-	X	-

1.2 POPULATION PROFILE

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 eThekwini Municipality and, in the west, the uMshwathi Municipality. In broad terms the municipality is situated parallel with and approximately 20 KM inland from the Kwa-Zulu Natal coast. While much of the north – eastern part of Ndwedwe forms part of the coastal flats mostly covered by KwaDukuza, most of the area consists of tribal authority land ranging from topographically fragmented to steep and dramatic.

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

Ndwedwe Municipality is in the extent of 1153km^2 and accommodates a population of 140 820 people (Stats SA, 2011 Census) and in 2016 population increased in the region to 143 117 people (Community Survey, 2016). Overall settlement densities are approximately 145 people per Km^2. the populations stats increased. Overall settlement densities are approximately 145 people per km^2. 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.

1.2.1 DEMOGRAPHICS

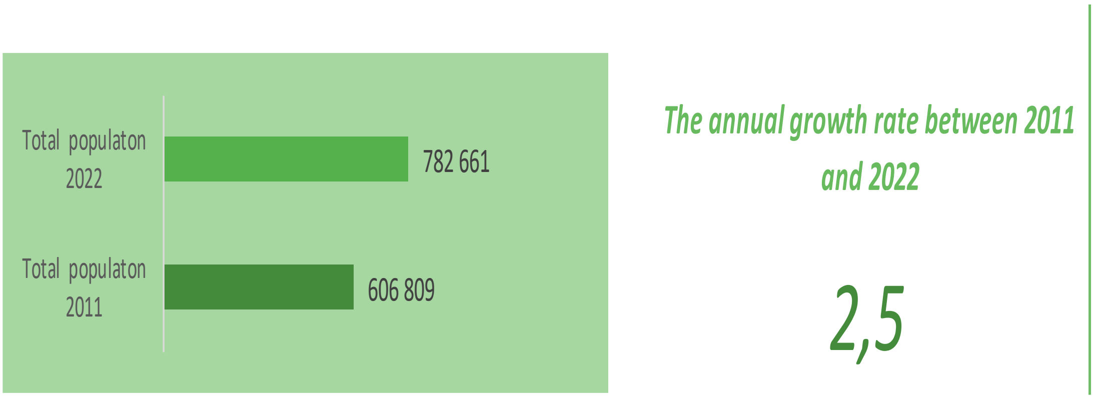
The municipality is a rural in nature and is located in the close proximity to Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Ndwedwe Local Municipality along the R102. The municipality is characterized 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.

1.2.2 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



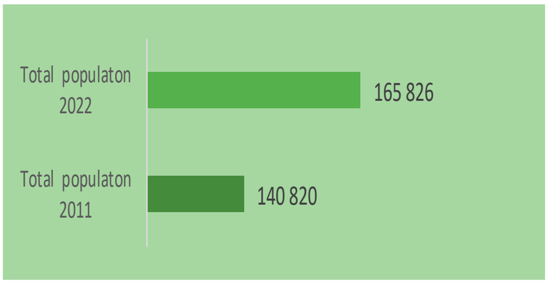
SOURCE: STATS SA 2011-2022

FIGURE 2: **NDWEDWE POPULATION**

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

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.

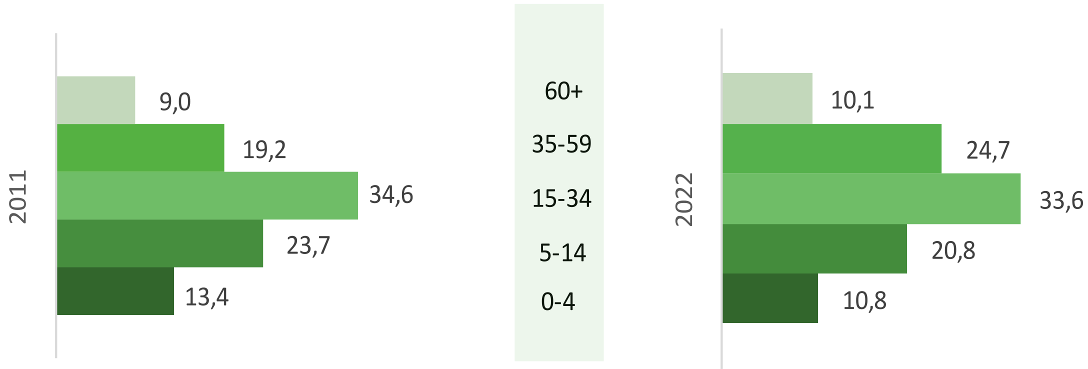
Average household size

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

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

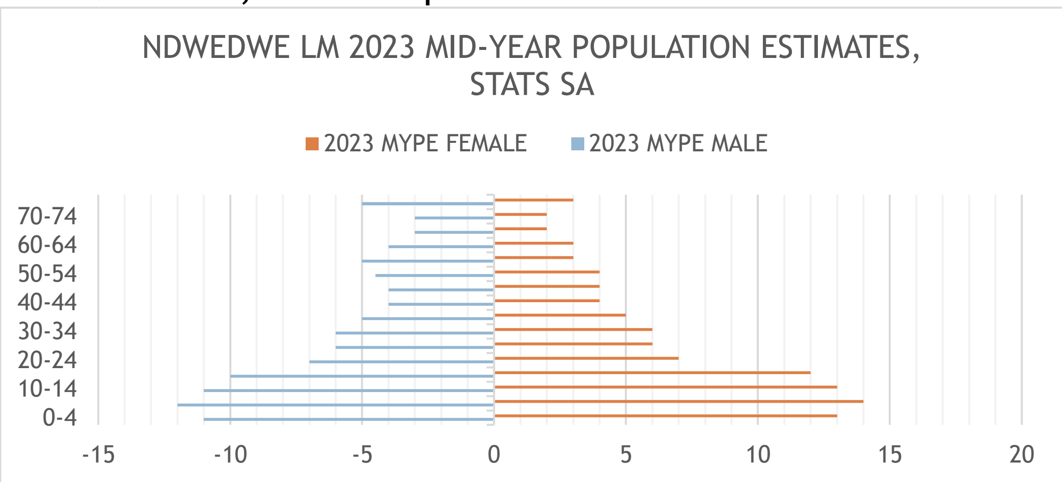
Table 3: Population Group

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

Source: Community Survey 2016

FIGURE 5: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.

1.2.3 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.

1.2.4 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 4: Pillars of Demographic Dividend

Demographic variables	Health and wellbeing	Education and skills development	Employment and entrepreneurship, and youth empowerment
Situation analysis			
1. Disaggregation of the population by age and sex 2. Is the dependency ratio/working age ratio presented? 3. Are population projections presented? - are they disaggregated by age and gender? 4. Youth population analysed. 5. Is DD mentioned in the IDP? -outline how the DD is mentioned 6. Is fertility analysis part of the plan? - teenage childbearing 7. Analysis of disability Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Poverty levels -are these disaggregated by demographic characteristics? - are these disaggregated by small geographic location? 2. Mortality analysis - by age and sex - infant mortality - causes of death 3. Which health measures were used? 4. Youth health - extent of analysis - were health gaps identified 5. Health access in the district - sexual and reproductive health 6. Provision of basic services: water and sanitation Gap analysis Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of educational information 2. The extent of inclusion of educational assessment: - by age-groups - by sex/gender - by level of education - extent of school dropouts - by geography 3. Inclusion of skills assessment - extent of the analysis Gap analysis	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?

		Were gaps assessed for each indicator? - List gaps indicated	- 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 does not have programs/plans?	1. Extent of engagement with the department of Health 2. Extent of engagement with the department of Social Development 3. list programs according to the (alignment with) indicators identified in the situation analysis 4. Which indicators/gaps identified in the situation analysis do not have programs/plans?	1. Engagement with the department of education and other relevant sector dots 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don does not have programs/plans?	1. Extent of engagement with other sector departments 2. Economic generation programs/activities? 3. Programs that engage unemployed youth 4. Youth training activities through workshops, etc 5. list programs according to the indicators identified in the situation analysis 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

1.2.5 Population by Age Range

Table 5: Population by Age Range

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

Source: STATS SA, Mid-Year Population Estimates 2023

1.2.6 Population Broad Age

Table 6: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

1.2.7 Family Information

Marital Profile

Table 7: 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

1.2.8 Orphanhood

Table 8: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

1.2.9 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 9: 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

1.2.10 Education Profile

Level of Education

Table 10: 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

1.2.11 Total Leaners Reported Pregnant by District

Table 11: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 12: Total Leaners Reported Pregnant by Schools in 2021

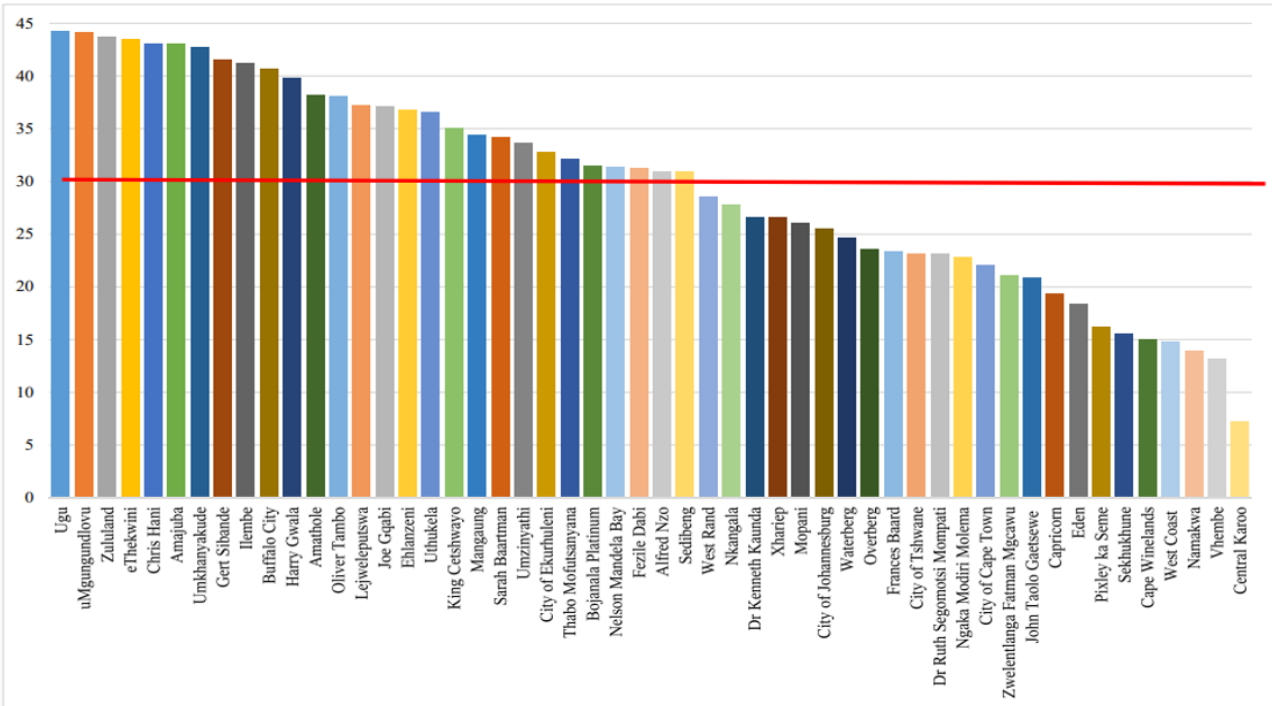
DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
iLembe	Maphumulo	Balcomb's Hill	500102416	Amaphuphesizwe High School	1
iLembe	Maphumulo	Balcomb's Hill	500201095	Masiwela Combined School	2
iLembe	Maphumulo	Balcomb's Hill	500207644	Menyezwayo Senior Secondary School	2
iLembe	Maphumulo	Balcomb's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

iLembe	Ndwedwe	Ozwathini	500188589	Lukhasa Secondary School	1
iLembe	Ndwedwe	Ozwathini	500334961	Dumane Commercial High School	3
iLembe	Stanger	Kwadukuza	500149591	Glenhills Secondary School	1
iLembe	Stanger	Kwadukuza	500277315	Stanger Manor Secondary School	1
iLembe	Stanger	Mandeni	500205350	Mbuyiselo High School	8
iLembe	Stanger	Mandeni	500233359	Nkwenkwezi High School	4
Ilembe	Stanger	Phambela	500103859	Ashville Primary School	1
Ilembe	Stanger	Phambela	500120028	Darnall Secondary School	3
Ilembe	Stanger	Phambela	500195989	Kearsney Primary School	4
Ilembe	Stanger	Phambela	500320605	Imbuyiselo Secondary School	7

Source: Provincial Department of Education

1.2.12 Health Related Information

FIGURE 6: HIV/ AIDS PREVALENCE



Redline shows national prevalence, Both first-ANC-visit attendees and follow-up visit attendess were included.

Source: 2019 National Antenatal Sentinel HIV & Syphilis Survey Report Published 30 April 2021

1.2.13 Disability Profile

Table 13: 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 14: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 15: Health Profile

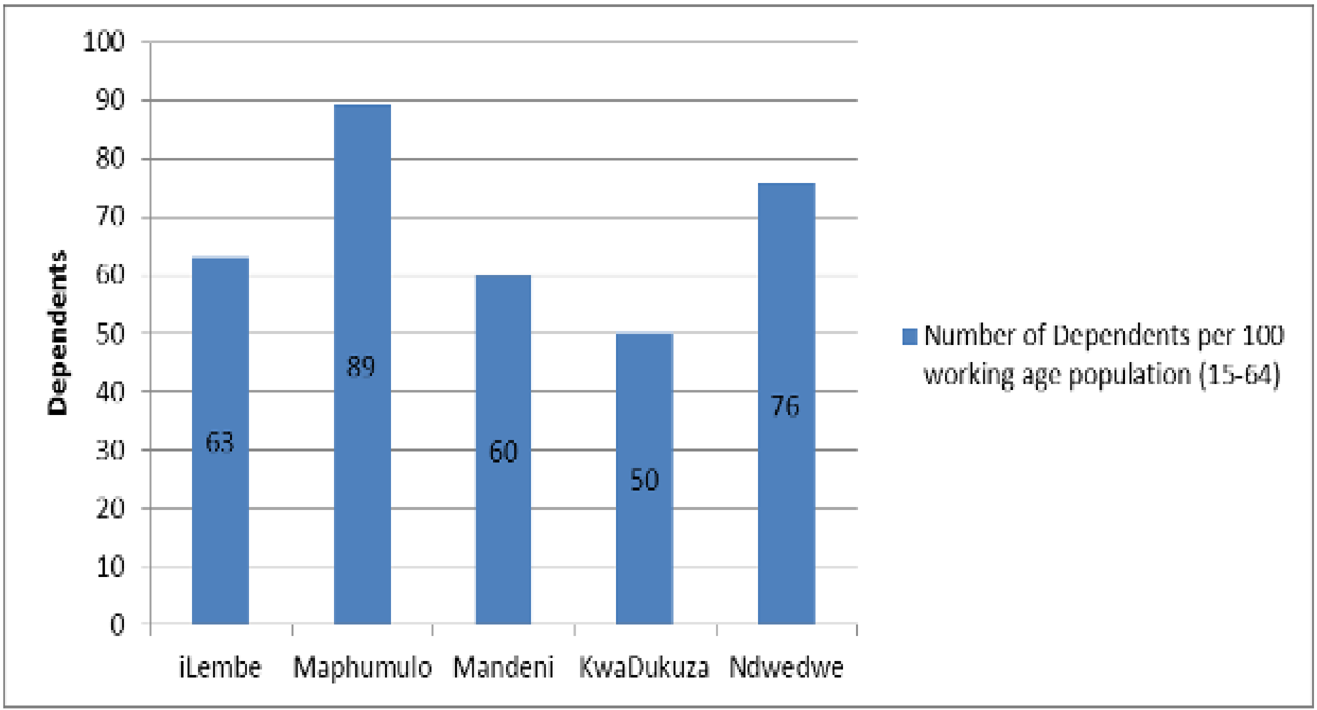
	KZN		ILembe	
1	Other forms of heart disease (I30-I52)	8,2	Tuberculosis (A15-A19)	10,2
2	Diabetes mellitus (E10-E14)	7,1	Diabetes mellitus (E10-E14)	7,8
3	Tuberculosis (A15-A19)	6,8	Ischaemic heart diseases (I20-I25)	6,9
4	Cerebrovascular diseases (I60-I69	5,7	Cerebrovascular diseases (I60-I69	6,6
5	Human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

1.2.14 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

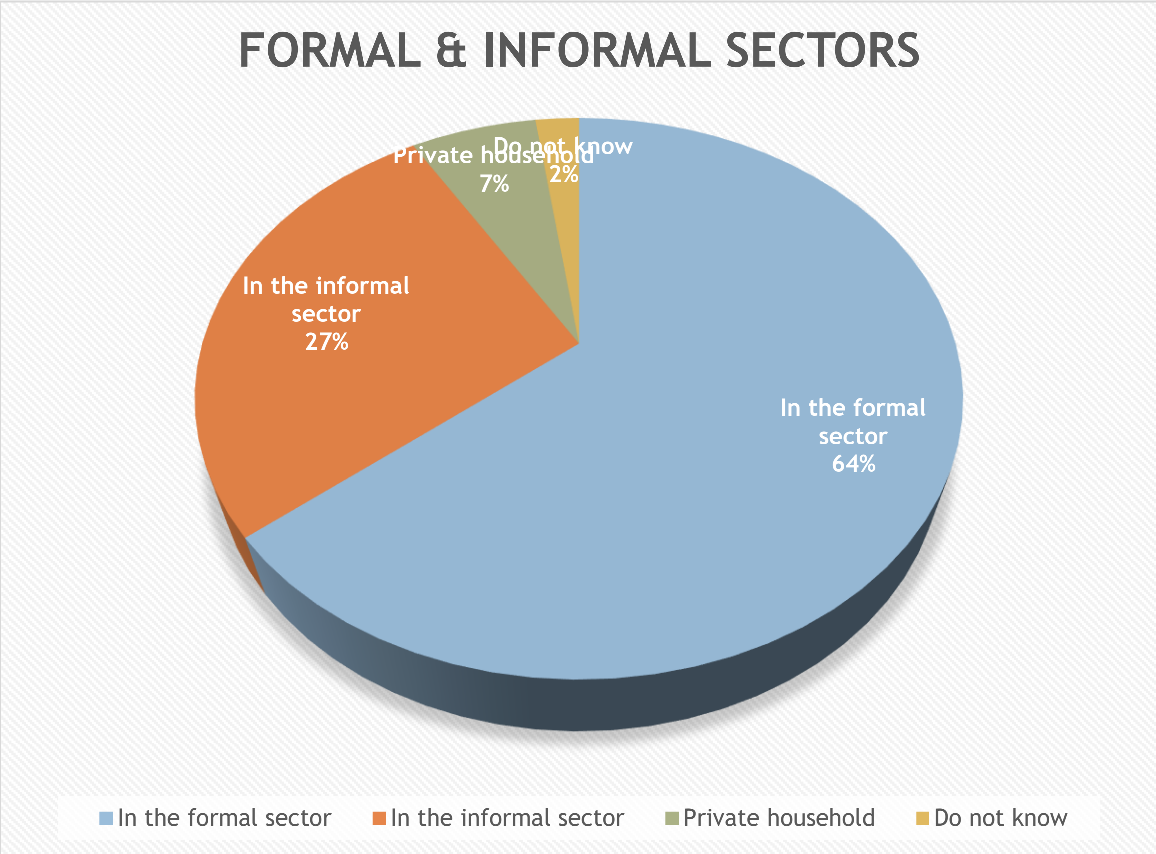
The dependency ratio describes the number of dependents per 100 people between the age of 15 and 64. Dependents are people who cannot work due to their young (under the age of 15), or old (over the age of 65). A high dependency ratio is a large burden to carry for carers who are in many cases unemployed. 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 7: DEPENDENCY RATIO



Source: 2001-2011 Stats SA Census

Figure 8: Formal and Informal Sectors



Source: 2001-2011 Stats SA Census

1.2.15 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%.

1.3 SERVICE DELIVERY OVERVIEW

BASIC SERVICE DELIVERY

Assuring the sustainable delivery of services to communities is one of the goals of local government. Electricity, waste management, roads and stormwater, development and spatial planning, local economic development, environmental management, housing, libraries, cemeteries, community facilities, sports and recreation, traffic, as well as fire and disaster services are among the fundamental services provided to the communities of Ndwedwe Local Municipality. The iLembe District Municipality is in charge of providing water and sanitation services. Chapter 3 of the Annual Report has a detailed discussion of these services.

SERVICE DELIVERY PERFORMANCE HIGHLIGHTS

The municipality has a Performance Management Framework adopted on 29 May 2025 that outlines the steps that must be taken by the organization when formulating performance criteria that the municipality should employ when establishing performance management. In order to satisfy the reporting system's executive top management meetings take place once month or twice a month. This procedure helps to make sure that the municipality meets the goals it has set and finds out early on when the goals are not being attained.

Every month, MANCO meetings are held where Middle Managers can report on the status of operational activities. Prior to being sent to the appropriate portfolios, Exco, and Council, all issues are submitted to council structures and tabled to MANCO for additional feedback and recommendations.

The Internal Auditors receive departmental PMS reports every quarter for auditing purposes. The audited report then goes to the Audit Committee, which in Ndwedwe Municipality has full authority to monitor all municipal operations.

On the basis of the performance plans, Departmental Scorecards, and Top Layer Organisational SDBIP that were provided throughout the financial year, the municipality subsequently compiles the Annual Performance Report. The Internal Audit and Audit Committee then receive the Annual Performance Report before it is distributed to the appropriate parties.

The six Key Performance Areas, the Top Layer Organisational SDBIP and Departmental Scorecards, and the accomplishments of the municipality are all broken out in the plans. This report also includes narrative analysis that discusses contrasts between the previous year 2023/2024 and the year under review 2024/2025. The priorities in the Ndwedwe Integrated Development Plan are cascaded to performance management and measured by the progress done within the allotted timeframes. In the process of approving the IDP, Budget, Service Delivery, and Budget Implementation Plan, Council also adopts the priorities. Quarterly reports that are presented to Municipal Council serve as a gauge of these priorities.

OVERALL ORGANISATIONAL PERFORMANCE-2 YEAR COMPARISON

The 2024/2025 annual report endeavours to show in detail, challenges, highlights & successes including the significant measures that have been put in place or introduced to deal with the challenges at hand and avert a recurrence. The municipality had planned a total of 131 targets with all 6 KPAs combined for the term ended 30 June 2025. Out of 131 planned targets, 120 were achieved, and accounting for 92% of the annual performance achieved. However, 11 targets were not achieved. The overall performance for 2023/2024 financial year was 89%. There has been an increase of 6% of the overall performance in 2024/2025 financial year, if one compares the 2023/2024 and 2024/2025 financial years.

The table below indicates the Ndwedwe municipality's organisational annual performance reporting compared over the last two financial years for the 2023/2024 and 2024/2025. The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

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TABLE 16: COMPARISON OVER THE TWO FINANCIAL YEARS

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

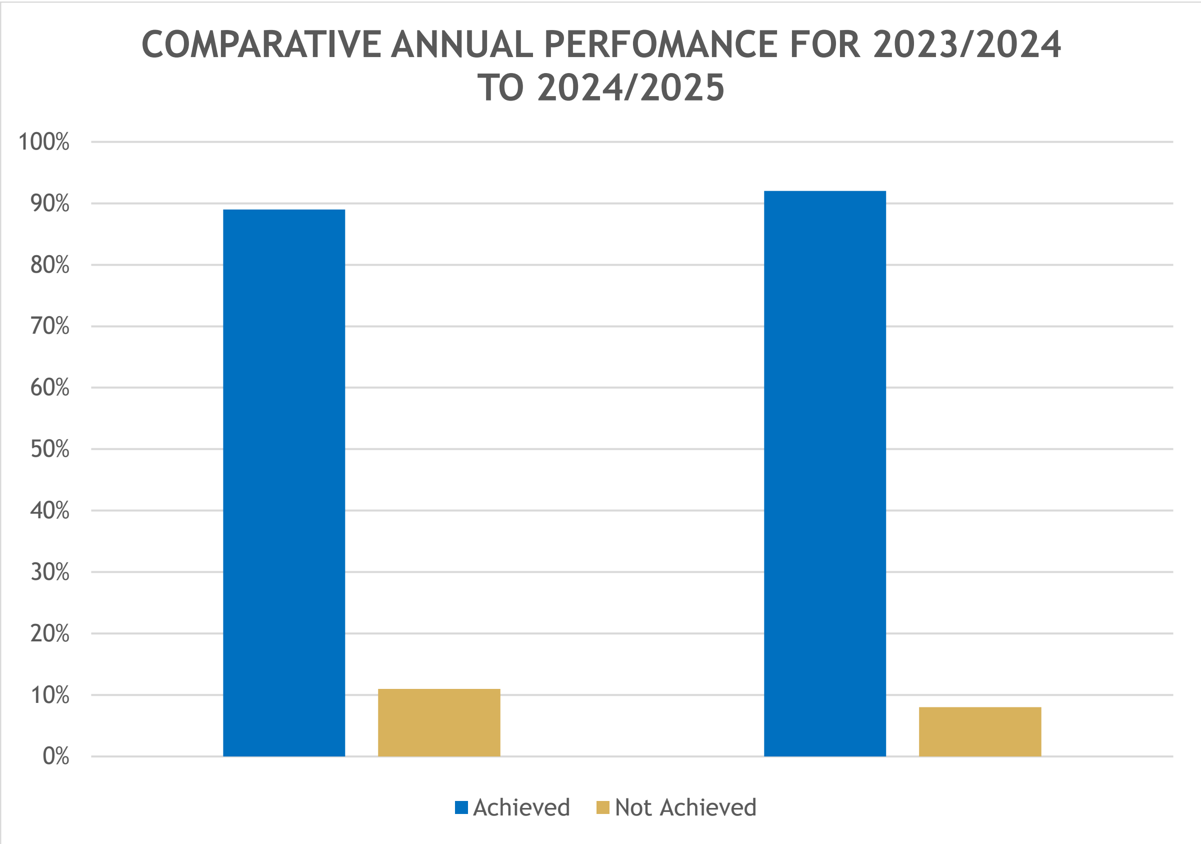


TABLE 17: OVERALL ORGANISATIONAL PERFORMANCE-2 YEAR COMPARISON

KPA	2023/2024						2024/2025				
	Planned Targets	Targets Achieved	Not Achieved	% Not Achieved	Overall % Achieved		Planned Targets	Targets Achieved	Not Achieved	% Not Achieved	Overall % Achieved
Municipal Transformation and Institutional Development	22	21	01	5%	95%		24	24	0	0%	100%
Basic Services Delivery	31	22	09	29%	71%		29	24	05	17%	83%
Local Economic Development	16	14	02	12%	88%		15	14	01	7%	93%
Good Governance and Public Participation	24	21	03	12%	88%		24	22	02	8%	92%
Financial Viability and Management	15	15	0	0%	100%		14	13	01	7%	93%
TOTAL	108	93	15	14%	86%		106	97	09	8%	92%

1.4 ORGANISATIONAL OVERVIEW

A 5-Year organogram as required by the 2014 Regulations on the Employment of Conditions of Service of Senior Managers (Chapter 3), provides that the Municipal Council must adopt a 5-Year Organogram aligned to the IDP. The 5-Year Organogram is annually reviewed based on the affordability of Council.

The Local Municipality's organisational structure is split into 2 components which is responsible for the functionality of the municipality, i.e., the political wing and administrative wing. The organogram will endeavour to address various challenges such as staff shortage, indefinite acting practice on vacant positions and excessive overtime. The review organogram has been approved by Council on 29 May 2025. 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
- Budget and Treasury Office
- Technical Services
- Corporate Services
- Community Services

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

Table 18: Departments of Municipality

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

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

1.5 AUDITOR'S GENERAL OVERVIEW

The municipality obtained an unqualified audit opinion in 2023/2024 and 2024/2025 financial years.

STATUTORY ANNUAL REPORT PROCESS

In terms of Section 127 (2) of the Local Government: Municipal Finance Management Act (MFMA) 56 of 2003, every municipality must deal with its Annual Report within seven months after the end of a financial year. A copy of the Annual Report findings 2024/2025 financial year will be submitted to Senior Management and the Auditor-General for scrutiny. The Annual Report will be submitted to the Auditor-General, Provincial Treasury and the Provincial Department responsible for Local Government in the Province. Thereafter the Annual report will be published for public comment by the end of January. The Municipal Public Accounts Committee (MPAC) will meet to discuss the Annual report, and a recommendation on whether it is approved or rejected will be drafted in the Oversight report within two months after the approval of the Annual Report. The Oversight and Annual reports will be tabled to Council for approval by the end of March. The table below illustrates a more detailed look into the statutory legislative requirements.

TABLE 19:LEGISLATION

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 20: OVERVIEW OF THE STATUTORY ANNUAL REPORT PROCESS

CHAPTER TWO

Governance

CHAPTER 2:

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

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

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

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

Political Governance Structures

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

The Municipal Administration

The Administration comprises of the Office of the Municipal Manager and 5 Directorates.

Community Structures

- Ward Committees

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.

POLITICAL GOVERNANCE

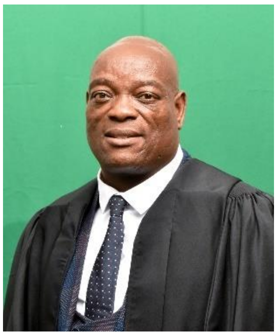
2.1 THE MUNICIPAL COUNCIL

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

TABLE 21: 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

2.1.1 MAYOR, SPEAKER AND DEPUTY MAYOR



His Worship Mayor:

Cllr S.Z Mfeka

Honourable Speaker:

Cllr R.M Cele

Her Worship Deputy Mayor:

Cllr Z.S Thoolsi

2.2 THE EXECUTIVE COMMITTEE

Ndwedwe Municipality has established an Executive Committee consisting of eight (8) 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:

TABLE 22: EXECUTIVE COMMITTEE

Councillor SZ Mfeka His Worship the Mayor	Chairperson
Councillor ZS Thoolsi (Deputy Mayor)	Member
Councillor GK Ngidi	Member
Councillor NN Ntetha	Member
Councillor RT Nkwanyana	Member
Councillor PS Shezi	Member
Councilor MW Makhanya	Member

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.

2.3 Ward Councillors 2021-2026

The list below indicates the number of Councillors as follows:

TABLE 23: 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
W.ard-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 Senzile Bhengu	Male	ANC	066322893
Ward-18	Lucky Stanley Moahloli	Male	ANC	0840249602
Ward-19	Reginald Sbonakaliso Hlophe	Male	IFP	0725880040

2.4 PR Ward Councillors 2021-2026

TABLE 24: 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	Elias Sazi Mthiya	Male	AFR
PR CLLR	Rejoice Thabisile Nkwanyana (EXCO)	Female	IFP
PR CLLR	Mhlengi Clifford Shangase	Male	EFF
PR CLLR	Elsie Bathokozile Ntuli	Female	AIC
PR CLLR	Mbukiswane Vincent Phewa	Male	IFP
PR CLLR	Nombuso Yvonne Mlotshwa	Female	IFP

TABLE 25: 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. The arrangement of the portfolio committees is as follows:
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.

2.5 PORTFOLIO COMMITTEES

There are 5 portfolio Committees established for political oversight over departmental activities and making recommendations to Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Council for adoption.

Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. The table below highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof. The political governance of the Municipality exercises its oversight role by ensuring continuous monitoring of the decisions implemented by the administration.

TABLE 26: PORTFOLIO COMMITTEES

FINANCE PORTFOLIO COMMITTEE		DESIGNATION
Hon. Mayor Cllr SZ Mfeka	ANC	Chairperson
Cllr S Mhlongo	ANC	Member
Cllr NDC Maphumulo	ANC	Member
Cllr ZP Ngwane	ANC	Member
Cllr SS Bhengu	ANC	Member
Cllr L M Sibiya	DA	Member
Cllr SM Sishi	IFP	Member
Cllr Z P Magwaza	IFP	Member
Cllr RS Hlophe	IFP	Member
Cllr MT Khuzwayo		Member
EFF		Member
Inkosi S Khumalo		
Dir responsible: CFO Mr XNE Hlekwane		
INFRASTRUCTURE AND TECHNICAL SERVICES		**DESIGNATION**
Councillor NN Ntetha	ANC	Chairperson
Cllr NDC Maphumulo	ANC	Member
Cllr SE Dladla	ANC	Member
Cllr SM Mthethwa	ANC	Member
Cllr T P Nkwakhwa	ANC	Member
Cllr ES Mthiya	AFR	Member
Cllr SB Mfayela	IFP	Member
Cllr ES Khuzwayo	IFP	Member
Cllr RS Hlophe	IFP	Member
Cllr N Makhanya	EFF	Member
iNkosi S Khumalo		Member
Dir responsible: Dir Technical Services: Mr. D H Mzolo		Member
COMMUNITY AND SOCIAL SERVICES		**DESIGNATION**
Councillor GK Ngidi:	ANC	Chairperson
Cllr NP Simelane	ANC	Member
Cllr NC Chamane	ANC	Member
Cllr SS Bhengu	ANC	Member
Cllr NDC Maphumulo	ANC	Member
Cllr E B Ntuli (Dlamini)	AIC	Member
Cllr MV Phewa	IFP	Member
Cllr RS Hlophe	IFP	Member
Cllr RT Nkwanyana	IFP	Member
Cllr MT Khuzwayo	EFF	Member

iNkosi SM Chili Dir responsible: Community Services Mr N Mkhwanazi	Member
HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION	DESIGNATION
Cllr M W Makhanya EFF	Chairperson
Councillor PS Shezi IFP	Member
Cllr J Luthuli IFP	Member
Cllr VC Shangase IFP	Member
Cllr N P Simelane ANC	Member
Cllr CS Mbhele ANC	Member
Cllr TP Nkwakhwa ANC	Member
Cllr NC Chamane ANC	Member
Cllr S Mhlongo ANC	Member
Cllr MM Khuzwayo ANC	Member
iNkosi SM Chili	Member
Director responsible: Dir TP Motaung	
ECONOMIC DEVELOPMENT AND PLANNING	DESIGNATION
Councillor ZS Thoolsi ANC	
Cllr LM Ndlovu ANC	Chairperson
Cllr SM Mthethwa ANC	Member
Cllr CS Mbhele ANC	Member
Cllr MM Khuzwayo ANC	Member
Cllr ES Mthiya AFR	Member
Cllr RT Nkwanyana IFP	Member
Cllr MV Phewa IFP	Member
Cllr VC Shangase IFP	Member
Cllr N Makhanya EFF	Member
iNkosi SM Chili	Member
Dir responsible: Dir EDP Ms Z Khuluse	Member

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.

2.5.1 SUB-COMMITTEES

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

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

- Gender Sub-Committee.
- Women's Caucus.

2.6 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.

TABLE 27: MPAC MEMBERS

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE		DESIGNATION
Cllr ZW Khoza	ANC	Chairperson
Cllr SE Dladla	ANC	Member
Cllr ES Mthiya	AFR	Member
Cllr T P Nkwakhwa	ANC	Member
Cllr LS Moahloli	ANC	Member
Cllr MV Phewa	IFP	Member
Cllr SB Mfayela	IFP	Member
Cllr NY Mlotshwa	IFP	Member
Cllr MC Shangase	EFF	Member
Cllr LM Ndlovu	ANC	Member
Manager responsible: Office of the MM		Member

2.7 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.

In terms of Section 166 of the Municipal Finance Management Act, 56 of 2003, "each Municipality must have an Audit Committee". This Audit Committee is established in terms Section 166 of Municipal Finance Management Act, 56 of 2003 and Section 45 Municipal Systems Act, 32 of 2000 read together with Regulation 14(2) of the Municipal Planning and Performance Management Regulations, 2001.

According to Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent advisory body which must:

Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of a municipal entity, on matters relating to

a) internal financial control and internal audits.
b) risk management.
c) accounting policies.
d) the adequacy, reliability and accuracy of financial reporting and information.
e) performance management.
f) effective governance.
g) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.
h) performance evaluation; and
i) any other issues referred to it by the municipality or municipal entity.

Review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;

Respond to the municipal council on any issues raised by the Auditor-General in the audit report; Carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and

Perform such other functions as may be prescribed.

The Audit and Performance Committee assists Council in fulfilling its oversight responsibilities for the financial reporting, process, the system of internal control, the audit process and the Municipality's process for monitoring compliance with laws and regulations and the code of conduct.

The Municipality has combined performance and the normal audit committee into a single structure. All audit and Performance Committee Members and the Chairperson are independent and non-executive consisting of members all appointed from outside of the political and administrative structure of the Municipality. The Audit and Performance Committee Chairperson and the Members are all suitably qualified and function in accordance with the Audit and Performance Committee Charter that is annually renewal and approved by Council.

The Annual Work Plan is also reviewed and approved by the Committee annually and monitored quarterly. The Committee meets quarterly or as when is specially required. The Chairperson has a standing invitee in attending the Municipal Public Accounts Committee and reports quarterly to Municipal Council.

TABLE 28:AUDIT PERFORMANCE COMMITTEE

No.	MEMBER	DESIGNATION	GENDER	DURATION
1	Mr RM Mbanjwa	Chairperson	Male	27/08/2021 TO 26/07/2025
2	Mr TG Simelane	Member	Male	27/08/2021 TO 26/07/2025
3	Mr BEM Khuzwayo	Member	Male	27/08/2021 TO 26/07/2025
4	Prof TI Nzimakwe	Member	Male	01/09/2023 TO 31/08/2025
5	Ms CS Mhlongo	Member	Female	01/09/2023 TO 31/08/2025

ADMINISTRATIVE GOVERNANCE

During 2024/2025 financial year, the Municipality in its Organizational Structure had six (6) Departments reporting and responsible to the Office of the Municipal Manager as follows:

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

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the Head of the Administration and Accounting Officer of the Municipality and is primarily responsible for service delivery. The administration comprises the Office of the Municipal Manager and 5 Directorates namely Corporate Services, Technical Services, Community Services, EDP and Financial Services Directorate. The Municipal Managers office comprises Public Participation, Social Cohesion, Mayoral Support and Communications, IDP and PMS Unit and Risk Management and Internal Audit. The functions of the Municipality are set out in Section 156, read together with Schedules 4B and 5B of the Republic of South Africa Constitution Act, Act 108 of 1996. Section 84 of the Municipal Structures Act, Act 117 of 1998 regulates the division of these functions between the District and Local Municipality.

TABLE 29: FUNCTIONS OF MUNICIPALITY ADMINISTRATION STRUCTURE

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: *"(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:* *(a) the formation and development of an economical, effective, efficient* *and accountable administration* *(i) equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5:* *(ii) operating in accordance with the municipality's performance management system in accordance with Chapter 6; and* *(iii) responsive to the needs of the local community to participate in the affairs of the municipality.* *(b) the management of the municipality's administration in accordance* *with this Act and other legislation applicable to the municipality:* *(c) the implementation of the municipality's integrated development plan,* *and the monitoring of progress with implementation of the plan:* *(d) the management of the provision of services to the local community in* *a sustainable and equitable manner.* *(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).* *(f) the management, effective utilisation and training of staff* *(g) the maintenance of discipline of staff* *(h) the promotion of sound labour relations and compliance by the* *municipality with applicable labour legislation.* *(i) advising the political structures and political office bearers of the* *municipality* *(j) managing communications between the municipality's administration* *and its political structures and political office bearers:* *(k) carrying out the decisions of the political structures and political office* *bearers of the municipality.* *(l) the administration and implementation of the municipality's by-laws* *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.
Economic Development and Planning	**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**	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 30: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 is called MUNI-MEC is a provincial intergovernmental body that meets quarterly to analyse the state of local government and is made up of the MEC and Municipal Mayors and Municipal Managers within the Province. The body also serves and platform where programmes and projects by Provincial and National Government that will be implemented locally are packaged. Current issues and challenges affecting municipalities are identified and strategically dealt with. His Worship the Mayor Cllr S.Z Mfeka and the Municipal Manager: Mr S.D.G Khuzwayo form an integral part of this forum as representatives of the municipality. The person who is delegated as the IGR champion in the municipality is the Manager: Public Participation, but all sections are part of the IGR forums in the district.

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:

TABLE 31 : IGR STRUCTURES

No.	Intergovernmental Relations Forum	Directorate	Frequency
1	Premiers Coordinating Forum	Municipal Manager, Finance	Quarterly
2	MUNIMEC	Mayor, Municipal Manager	Quarterly
3	DIF - District Intergovernmental Forum	District Mayor	Quarterly
4	TSF - Technical Support Forum	Municipal Manager of iLembe District Municipality	Monthly
5	3 DAFF - District Area Financial Forum (CFOs)	Municipal Manager of Ndwedwe local Municipality	Quarterly
6	District Government IT Officers Committee (DGITOC)	Municipal Manager of iLembe District Municipality	Quarterly
7	Disaster Management Advisory Forum (DMAC)	Municipal Manager of KwaDukuza Local Municipality	Quarterly
8	Performance Management System Forum (PMSF)	Municipal Manager of Mandeni Local Municipality	Quarterly
9	Local Economic Development Forum (LEDF)	Municipal Manager of Mandeni Local Municipality	Bi-Monthly
10	District Communicators Forum (DCF)	Municipal Manager of Ndwedwe Local Municipality	Monthly
11	Planning Development Forum (PDF)	Municipal Manager of Mandeni Local Municipality	Monthly
12	Infrastructure Forum (IF)	Municipal Manager of KwaDukuza Local Municipality	Monthly
13	Speakers' Forum	District Speaker	Monthly

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

In accordance with Section 6 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), a municipality's administration is required to:

a) *Be responsive to the needs of the local community;*
b) *Facilitate a culture of public service and accountability amongst staff;*
c) *Take measures to prevent corruption;*
d) *Establish clear relationships, and facilitate cooperation and communication between itself and the local community;*
e) *Give members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive; and*
f) *Inform the local community how the municipality is managed, of the costs involved and the persons in charge."*

In order to adhere to the aforementioned, the Municipality has set up the structures mandated by law, including Section 80 Portfolio Committees that advise the Mayor, Municipal Public Accounts Committees (MPAC), Special (Disciplinary) Committees that deal with the Code of Conduct for Councillors, and a Fraud and Risk Management Committee. Additionally, an Audit Committee made up of impartial outside experts also provides advice to Council. A report that includes recommendations from the Audit Committee for financial management and control, performance management, internal control, risk management, and governance issues is presented to Council on a quarterly basis.

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. In order to promote accountability, supervision, transparency, and good governance as well as to help the municipality fulfil its obligations to the public, these structures constitute a division of labour among public representatives and personnel.

INTRODUCTION COMMUNICATON, PARTICIPATON AND FORUMS

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

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

PUBLIC MEETINGS

Ndwedwe Local Municipality organized 13 successful Mayoral IDP Imbizo and the Speaker of the Municipality also conducted 1 successfully Imbizo in which local community were consulted on its development needs and priorities. The mayor outlined very eloquently projects the municipality has been implemented and completed. The following IDP Public Participation meetings and Mayoral IDP Imbizo's were held as follows:

TABLE 32:PUBLIC/ STAKEHOLDER PARTICIPATION DURING IDP PROCESS

NO.	DATE	TIME	VENUE	WARD
01	04 Nov 2024	10:00 AM	Ntubeni Hall	01
02	08 Nov 2024	10:00 AM	Chibini Hall	04
03	11 Nov 2024	10:00 AM	Hlalakahle CDC	07
04	13 Nov 2024	10:00 AM	Mayelisweni Hall	09
05	15 Nov 2024	10:00 AM	Nkumbanyuswa TC Hall	10
06	18 Nov 2024	10:00 AM	Ntaphuka CDC	13
07	20 Nov 2024	10:00 AM	Pentecost Hall	14

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

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 public participation strategy was adopted in 2024/2025 financial year.
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.

- ILEMBE DISTRICT MUNICIPALITY PLANNING AND DEVELOPMENT FORUM

  iLembe District Municipality forms a district-wide Planning and Development Forum for the purpose of alignment with all the local municipalities within the district.

- MUNICIPAL OFFICIALS

  The municipal officials are responsible for the implementation of the IDP and in the process gather information on changes in the circumstances. They have to provide budgetary information and any information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councillors and Ward Committees and provide guidance and advice that is crucial during the IDP process.

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%.

The Ward Committees have a crucial role of identifying the needs and service delivery gaps in the community and meet on a monthly basis, submit their sectorial reports and report to the Ward Councillors. To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

- Attending to all matters that affect and benefit the community;
- Acting in the best interest of the community;
- Ensure the active participation of the community in:
- Service payment campaigns;
- The integrated development planning process;
- The municipality’s budgetary process;
- Decisions about the provision of municipal services;
- Decisions about by-laws.
- Delimitate and chair zonal meetings.

Composition of Ward Committees:

- A ward committee consists of the Councillor representing that ward in the council who is also the chairperson of the committee, and not more than ten other persons.
- In the process of election of Ward Committee, we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented.
- Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

TABLE 33: FUNCTIONALITY & QUARTERLY RESULTS 2024/2025

Ward Number	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Challenges
1	Functional	Functional	Functional	Functional	None
2	Functional	Functional	Functional	Functional	None
3	Functional	Functional	Functional	Functional	None
4	Functional	Functional	Functional	Functional	None
5	Functional	Functional	Functional	Functional	None
6	Functional	Functional	Functional	Functional	None
7	Functional	Functional	Functional	Functional	None
8	Functional	Functional	Functional	Functional	None
9	Functional	Functional	Functional	Functional	None
10	Functional	Functional	Functional	Functional	None
11	Functional	Functional	Functional	Functional	None
12	Functional	Functional	Functional	Functional	None
13	Functional	Functional	Functional	Functional	None
14	Functional	Functional	Functional	Functional	None
15	Functional	Functional	Functional	Functional	None
16	Functional	Functional	Functional	Functional	None
17	Functional	Functional	Functional	Functional	None
18	Functional	Functional	Functional	Functional	None
19	Functional	Functional	Functional	Functional	None

- WARD BASED PRIORITIES

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

- IDP Ward Needs and Priorities for the 2024/2025 Financial Year below refer to the table below indicates Ward Priorities for financial year 2024/2025.

TABLE 34: WARD PRIORITIES

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

WARD 2	WARD	PRIORTIY
Water and Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3
Access Roads; Mwandla, Mhlongo, Nzuza; MazombeCibane; GcamuZinkawini, Sibhukudweni access roadand Maphumuloo access road.	2	4
Wewe clinic	2	5
Mabutho Hall	2	6
Nsuze Waterfall maintenance	2	7
Grazing Camp	2	8
Tourism Development	2	9
Agricultural Development	2	10
Youth Development	2	11
Skills Development	2	12
Co-operatives Support	2	13
Magxuma Tourism Site	2	14
Road: D1523, D2490, D1577- D1618	2	15
Gcwensa Creche	2	16
Electricity Infills	2	17

Dalibho sports field	2	18
Bhamshella Town Development	2	19
Waterfall	2	20
Maintenance of all DOT roads	2	21

WARD 3	WARD	PRIORITY
Mthombisa Access Road	3	1
Waterfall School access road	3	2
Sani access road	3	3
Housing	3	4
Land	3	5
Nyangaye Access Road	3	6
D394 Access Road	3	7
Mlandeleni CDC	3	8
Waterfall crèche	3	9
Waterfall camp fencing	3	10
Glendale camp fencing	3	11
KwaMagwaza cemetery	3	12
Glendale CDC renovation	3	13
Clinic	3	14
Waterfall community garden fencing	3	15
Glendale deepening tank	3	16
Agriculture: Village	3	17
College: Sewing Skills	3	18
L21 Access Road (Department of Transport)	3	19

WARD 4	WARD	PRIORITY
CDC Ngcongangconga and Phambela	4	1
Access Road: Myayiza, Mahlashaneni, Okhalweni, Phoyiseni and Kwanzuza	4	2
Mjobhozini Bridge and Computer centre in Umvoti	4	3
Creche: Mandlakazi and Ovanzini	4	4
Halls Renovations: Ezimpangeleni, Chibini and Mjota	4	5
Creche Renovations: Zimpangeleni, Sioni and Chibini	4	6
Sports field: Ovanzini, Phambela, Chibini and Mandlakazi	4	7
Dipping Tank: Kwandevu and wind mill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11
WARD 5	**WARD**	**PRIORITY**
Water supply	5	1
Regravelling of Roads: Wollongo, Mathwala, Deda, Musgrave, Mkhomazi, Nmbithani and Sogidi, Myelela/Mkhomazi, Mseni and Skhotho road.	5	2
Electricity infills	5	3
Mkhomazi/Wolongo CDC	5	4
KwaDeda Modular Library	5	5
Housing: Mlamula Phase 2	5	6

Agricultural Co-operative Development	5	7
Deda Centre Renovations	5	8
Grounds- KwaDeda, Myelela, Qalakahle Master Lights	5	9
Grounds- Mahlabathibi, Syaphumula, Ngayiphi, Qalakahle Ground maintanance	5	10
WARD 6	**WARD**	**PRIORITY**
Bhamshela Multi-Functional Centre	6	1
Noordsberg multi-functional centre	6	2
Access Roads: Madwaleni access road Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhize, Phambela, Simunye,	6	3
Mahlabathini Sport ground	6	4
Water	6	5
Sanitation	6	6
Road: D1523 & D889	6	7
Agricultural Cooperation	6	8
SportGround: Qhubakahle	6	9
Matsheketsheni Primary School	6	10
Bhamshela Town Development	6	11
Electricity infill projects	6	12
Gobiqolo hall renovation	6	13
WARD 7	**WARD**	**PRIORITY**
Housing	7	1
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road and eDiphini eNsuze	7	2
Electricity infills	7	3
eTsheni Bridge	7	4
Umzamo CDC fencing and Toilets upgrade	7	5
Sports Field: Hlalakahle & Mary Grey	7	6
Sthokozise Creche	7	7
Lightning conductor	7	8
Water and Sanitation Luthuli borehole & Gogovuma ngohlozi borehole	7	09
Luthuli Community Hall	7	10
Gogovuma Creche	7	11
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	12
Regravelling of (D1617, D891 and D1629)	7	13
Zakhele Gym park	7	14
Clinic: Luthuli clinic	7	15
Zakhele Library	7	16
May Grey Signage and KwaVuma Senior citizen signage	7	17
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; MMafumeyana; Nhlanhleni Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; ZilwayoKwaFaya; MandleyaMakhanya; Sto8, Dubeube KwaNgidi, uNyazi access road, Mlondi.	7	18
Hospice	7	19

eTsheni Tourism Development	7	20
WARD 8	**WARD**	**PRIORITY**
Water	8	1
Mhlali foot bridges	8	2
Mcathu CDC	8	3
Msengeni grazing camp	8	4
Access roadS	8	5
Mcathu foot bridge	8	6
Masakhane sports centre	8	7
Electricity phase 2 (infills)	8	8
Sanitation phase 1(Toilets)	8	9
Housing project	8	10
Mapholoba CDC	8	11
WARD 9	**WARD**	**PRIORITY**
Water (Montebello & Sbhengwini house Connections)	9	1
66 OSS Housing Project	9	2
P102 Tar Upgrade	9	3
Market Stalls (Montebello)	9	4
Ozwathini & Nhlangakazi CDCs	9	5
Bridges (Nhlangakazi & Sbhengwini)	9	6
Access roads (Qwaqwa, Goge, S'hlwini, Thusi, Sbhengwini and Cuber)	9	7
Nodwengu Phase 2 Housing Project	9	8
Sport Fields (Goge & Ozwathini)	9	9
Sanitation (Pit Toilets)	9	10
WARD 10	**WARD**	**PRIORITY**
Market Stalls (Magongolo renovations)	10	1
Electricity infills	10	2
Mini Factory	10	3
Housing	10	4
Water and Sanitation	10	5
Grazing Camp: Magongolo	10	6
Bridge D1603, L2931, D1517	10	7
Regravelling L1039, L1040, L2419, L2931 AND D160	10	8
Community Library	10	9
Sports field Dikwayo	10	10
New Dikwayo Access road of P714	10	11
Fencing Of Co-Operatives	10	12
Access Road Regravelling (Magongolo, Vilakazi)	10	13
Access Road (Magongolo, Esgodini) maintenance	10	14
Access Road (Magongolo to Dikwayo) maintenance	10	15
Creche: Magongolo	10	16
WARD 11	**WARD**	**PRIORITY**
Mayika Sport Ground	11	1
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, D865, Mbuzazane and mathoba access road	11	2
Renovation of Matholamnyana Sportsground	11	3
Electricity	11	4

Water	11	5
Community Library	11	6
Mayika Community Hall	11	7
Mashiyamahle Community Hall	11	8
Matholamnyama bridge	11	9
Nkumbanyuswa and Qadi Housing project	11	10
Toilets/ sanitation	11	11
Nozandla Tourism	11	12
Co-operatives Support	11	13
Fencing of Community Gardens	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu, Khohlwa	12	1
Pedestrain bridge: Mgezengwana	12	2
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase, MMhlongo, MpisiniKhuzwayo to Ngwenya, Mahube to P714	12	3
Halls: Sthupha, Ezibomvini Khohlwa hall, Nkwambase & Ngedleni	12	4
Regravelling: D849, Khohlwa to Hloniphani, Mfayela road, D1602, Weseli to Mbanyana and Slengeni to koNkosi	12	5
Sport fields: Ezibomvini, Ekhohlwa, Nkwambase, Hloniphani and Ngedleni & Mgezengwane	12	6
P715 Tar Road (From Cell C to Noodrburg Road)	12	7
Creches: Zibomvini, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	8
Mgqwayini Primary School	12	9
Tourism Development	12	10
Qadi Housing project	12	11
WARD 13	**WARD**	**PRIORITY**
Electricity infills	13	1
Sanitation (Toilet project)	13	2
Mgibandlala sport ground	13	3
Madlebe access road	13	4
Sisebenzile access road	13	5
Nhlabamkhosi access road	13	6
Mbeki to Jikeni tar road	13	7
Shange access road	13	8
Umsunduze Skills centre	13	9
WARD 14	**WARD**	**PRIORITY**
Ndodembi Bridge	14	1
building of Nompande Sports field; Pentecoste (Bhanoyi) sports field	14	2
Electricity infill	14	3
Toilets infill (Sanitation)	14	4
Access roads; Bhanoyi Road; Makhathini access road; Ezindlovni - Jele Road Bhethemu Road and Red devil access road.	14	5
Emthebeni Creche; nompande creche	14	6
Mdada Bridge, mthebeni Bridge	14	7

Renovation of Nduli sports field	14	8
Mthebeni Bridge	14	9
Mthebeni skill centre renovation (electricity; water and sanitation and chairs)	14	10
Clinic Mthebeni VD	14	11
School (Msunduze/ Bhanoyi)	14	12
Fencing of cooperatives (Agriculture)	14	13
Tier road (Mkhabela to Oarkford) Transport	14	14
Khumalo Road	14	15
WARD 15	**WARD**	**PRIORITY**
Ndwedwe central indoor sport centre	15	1
Mzokhulayo Development Centre	15	2
Type 1,2,3 Electricity Infills	15	3
Roads: Damini Road, Shakavillage Tar Road, Mpungeni road next to Ngcamu and Mzileni road.	15	4
Cemetery Road- Nyongwane, Ngwane road, Mzileni and Madimeni road	15	5
Mona Sport Field and Kwa-Langa sport field	15	6
Mpungeni crèche, Madimeni crèche and Nombhedo creche	15	7
Nkumbanyuswa housing project	15	8
Swimming Pool Academy	15	9
Water	15	10
WARD 16	**WARD**	**PRIORITY**
Spring water and boreholes in all VD's	16	1
MAINTANANCE OF ALL ROADS: <u>MKHUMBUZI VD ACCESS ROAD</u> (Mbayakhona, Mtatengana/ Ziphutha, Hoqweni/ Khubisa/Nzama, and Nkanini access road). **<u>MADUNA VD ACCESS ROAD</u>** (Gade, Mnyameni, Ndaka, and Mnamane). **<u>MSILILI OR GCINIMFUNDO ACCESS ROAD</u>** (Mdanyana, Msilili, Msele, Mgezanyoni, Qalimfundo, and Khuzwayo access road). **<u>SONTSHENGE VD ACCESS ROAD</u>** (Nonoti, Mqhawe, Lisho, Diphini, T.C access, Madondo and Cibane access road). **<u>MAKHAZINI VD ACCESS ROAD</u>** (Amatata, Mubi, Mbambo, Mdayi, Vimbulelalo, Mbukubha, Gcabashe and Nzama access road) **<u>WOSIYANE VD ACCESS ROADS</u>** (Mashiza, Ngotshe, Dlayejwana, Wosiyane, Wosiyane court, and Nasane access road) **<u>TENDENI VD ACCESS ROAD</u>** (Msombuluko, Tendeni, Sokesimbone, mabasa& Nzama, Ngwane). **<u>GWENI VD ACCESS ROADS</u>** (Zuleka, Gweni, Sihle, Stha, Menyane0. **<u>GOSPEL VD ACCESS ROAD</u>** (Gospel 3 access road)	16	2
Sanitation project	16	3
Electrification	16	4
Housing project	16	5
Maintenance of sport fields	16	6
Maintenance of CDC's and Community Halls	16	7
Ndaka access road to uqeko bridge regravelling and enlarged	16	8
Msilili bridge	16	9
Hoqweni bridge crossway- Mqeku and Nhlambamasoka bridge	16	10
Mnyameni bridge crossway	16	11

Network connection	16	12
Nsele Bridge	16	13
WARD 17	**WARD**	**PRIORITY**
Water	17	1
Road: P716, L1042, D1543 and D3826	17	2
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	3
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	4
Meme Dipping Tank	17	5
Mbayini Sport Centre	17	6
Streetlights	17	7
Type 2 Electricity	17	8
Network connection	17	9
Maintenance of Springs	17	10
Fencing of Gardens	17	11
Toilets	17	12
Khumalo Sport Ground	17	13
Ezimpondweni Grazing Camp	17	14
LED Lights	17	15
Mbuyeni Clinic	17	16
Toilets	17	17
Housing	17	18
Maphofu bridge	17	19
WARD 18	**WARD**	**PRIORITY**
New village CDC	18	1
Electricity	18	2
Water	18	3
Housing	18	4
KwaLoshe Game Reserve	18	5
Makhuluseni Cattle Grazing Camp	18	6
Makhuluseni and Mission Netball Fields	18	7
Bridges: Makhuluseni to KwaShangase	18	8
Ndwedwe Mission Soccer field	18	9
Renovation of Makhuluseni and KwanoVimba Deeping Tanks	18	10
KwaNovimba Access Road Regravelling	18	11
D1512 Road Construction	18	12
Renovation: Thafamasi Creche	18	14
Re-gravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Creche Renovation	18	16
Thafamasi CDC Security Provision	18	17
D1514 Road	18	18

WARD 19	**WARD**	**PRIORITY**
Electricity Infill’s	19	1
Housing	19	2
Grazing Camps	19	3
Agricultural projects Co-operative Support	19	4

Access Roads regravelling- schools: Zubane, Nhlangano, Nobantu/ Manzini, Bhekamafa, Vulela	19	5
New altanative road (HOMISI)	19	6
Mantshunguntshu Road and Bridge	19	7
Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	8
Creches: Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	
kwaHlophe Sport Centre	19	10
Mkhukhuze, homisi and sgedleni high master lights	19	11
P102 Tar Road	19	12
Mkhukhuze Market	19	13
Water and Sanitation	19	14
Phewa Road regravelling and KwaCebekhulu	19	15
Ndiyazi Sportfield, KwaHlophe, Mkhukhuze, Mangangeni Sportfield	19	16
Mahedeni creche/hall renovation	19	17
Sgedleni and Mkhukhuze Master Light	19	18
Renovation of Mangangeni Clinic	19	19
Esgedleni hall renovation	19	20

TABLE 35: WARD PRIORITRES

IDP PARTICIPATION AND ALIGNMENT

The IDP provides an opportunity to strengthen integrated planning, budgeting and implementation across all spheres of government and the private sector in a meaningful way in pursuit of sustainable development.

The objects as set out in Sections 152 and 153 of the Constitution, aims to create synergy between different municipal planning instruments and National/Provincial policy directives. Ndwedwe Municipal Council remained focused on how best to respond to its constitutional and developmental mandate through its overarching strategic development focus areas.

The Municipal Key Performance Areas (KPA's) and Strategic Objectives direct future development, potential investment and possible public/private partnership interventions. The Key Performance Areas and Strategic Objectives, guide service delivery as per municipality developed annual Service Delivery Budget Implementation Plan (SDBIP) and development.

Section 28 (i) of the Municipal Systems Act, No 32 of 2000 requires that a Municipal Council adopts a schedule of activities to guide the drafting and review of its Integrated Development Plan. The IDP process plan/time schedule articulates the progressive activities and processes which the

Municipality will embark upon during the annual review of its Integrated Development Plan. The IDP process plan for the 2024/2025 IDP review was adopted by Council in August 2024.

The development of the IDP is undertaken inclusive of non-statutory specific sector plans, i.e. the Municipal Spatial Development Framework, the Municipal Disaster Plan, the Local Economic Development Plan and lastly the Municipal Financial Plan/Budget for a specific term or financial and outer years. The alignment of the IDP with the Spatial Development Framework (SDF), relates the spatial planning and development foreseen for the financial year in planning. The alignment of the IDP relates to aligning the IDP with the Provincial Growth and Development Strategy, the National Development Plan, and more importantly the National Key Performance Areas; Good Governance, Basic Services, Sound Financial Planning, Municipal Transformation and Organizational Development and Spatial, Environmental Development and Cross cutting issues.

Municipal planning is informed by the National KPAs, Provincial Strategic Objectives and other National programs. The six approved strategic objectives of Knysna Municipality are the following:

- To Improve and maintain current basic service delivery, through specific infrastructural development projects,
- To create an enabling environment for social development and economic growth,
- To promote safe and healthy environment through the protection of our natural resources,
- To grow the revenue base of the municipality,
- To structure and manage the municipal administration to ensure efficient services delivery and to encourage the involvement of communities in the matters of local government, through the promotion of open channels of communication.

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.

TABLE 36: IDP PUBLIC PARTICIPATION ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes

Do the IDP KPIs align to the section 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

COMPONENT D: CORPORATE GOVERNANCE

THE COUNCIL

During 2024/2025 financial year, the Ndwedwe Local Municipality comprised of 37 Councillors. The Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council holds quarterly meetings as legislated which reflects 100% functionality. There were 16 Council meetings (including special meetings) which was an improvement from the previous financial year (2024/2025).

The table below reflects the number of Council as well as Committee meetings that were held during 2024/2025 financial year.

TABLE 37: **MEETINGS CONVENED**

Meetings including Special Meetings	No. of Meetings
Council	16
Executive Committee	11
Finance Portfolio Committee	1
Infrastructure Portfolio Committee	51
Local Labour forum Committee	
Human LPA Committee	
Community and Social Services Committee	
Planning & Economic Development Committee	
Audit Committee & Performance Audit Committee	09
Municipal Public Accounts Committee	09

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.

INTERNAL AUDIT

Section 165 of the MFMA No 56 of 2003, states that each municipality must have an internal audit unit. The municipality has an Internal Auditor who reports directly to the Municipal Manage, however this unit is assisted and outsourced to Bonakude & Associates.

The internal audit unit must:

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.

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 38: POLICIES

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

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

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

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

	Ward Committee election and operations policy		14 August 2024	NDW:86/10/24
Communications	Communications Policy		14 August 2024	NDW:86/10/24

WEBSITE

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

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

TABLE 39: MUNICIPAL 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 40: 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:

TABLE 41: BATHO PELE PRINCIPLES

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.

AUDIT/PERFORMANCE AUDIT COMMITTEE

The Audit and Performance Committee was appointed to assist Council in strengthening its role. The committee meets on quarterly basis and as at and when required to deal with matters at hand. The Committee has Chairperson for Audit Committee and a Chairperson for Performance which covers all regulated matters to be considered by the committee.

The Municipality considered appropriately in terms of economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish Audit and Performance Audit Committee (PAC). The Ndwedwe Municipality's PAC consists of five (5) independent members with appropriate experience in the field of Auditing, Local Government Finance, and Administration. Legal and Performance Management System. In terms of its approved Terms of Reference, Charter, the AC/ PAC is required to meet quarterly at least four times a year. The primary objective of this committee is to advise the municipal Council, the political office bearers, the accounting officer and the management staff of the municipality on matters relating to:

- Internal financial control
- The Safeguarding of assets
- The maintenance of an adequate control environment and systems of internal control.
- The successful implementation of the council's risk management Strategy and effective operation of risk management processes
- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards
- Effective corporate governance
- The effectiveness of the municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP.
- Any other issues referred to it by the municipality.
- The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

TABLE 42: AUDIT / PERFORMANCE COMMITTEE

No.	MEMBER	DESIGNATION	GENDER	DURATION
1	Mr RM Mbanjwa	Chairperson	Male	27/08/2021 TO 26/07/2025
2	Mr TG Simelane	Member	Male	27/08/2021 TO 26/07/2025
3	Mr BEM Khuzwayo	Member	Male	27/08/2021 TO 26/07/2025
4	Prof TI Nzimakwe	Member	Male	01/09/2023 TO 31/08/2025
5	Ms CS Mhlongo	Member	Female	01/09/2023 TO 31/08/2025

The audit committee consists of the members listed in table 50 above. The committee held meetings as per the approved terms of reference. Each member has sufficient qualifications and experience in the areas of financial management and financial reporting, internal and external auditing, risk management, performance management, legal and compliance. There were no conflicts of interest were reported by members of the audit committee during the afore-mentioned meetings. The audit committee held nine (9) meetings during 2024/2025 financial year.

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. In accordance with the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, Ndwedwe Municipality committed to a process of risk management that is in line with the fundamentals of good Corporate Governance and created an Enterprise Risk Management Policy and Framework.

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.

The Municipality's objectives were focused on implementing all risk management activities, and to ensure compliance with applicable laws, meet the expectations of their workforce, communities, and other stakeholders in terms of corporate governance. The municipality conducted the risk management workshops to identify new risks and create practical methods for mitigating them. Risks were appraised, and the top ten (10) risks were given the highest priority as follows:

TABLE 43: TOP 10 RISK PRIORITIES

Risk No.	Top 10 Risk Priorities
1	Failure to respond timeously and effectively in the event of a Disaster.
2	Unemployment of Youth within Ndwedwe Area.
3	Inadequate environment to create, develop and grow the local economy.
4	Inadequate provision of direction and information technology governance processes
5	Inadequate Security Management over Municipal Officials, Property and Assets.
6	Limited ability to recover and return to normal operations.
7	Inability to establish and effect systems of good Governance.
8	Inadequate communication processes and systems.
9	Inadequate systems to curb and manage Fraud and Corruption.
10	Deliberate leak of information.

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. The Committee is made of HODs, the Chairperson of Risk Management (External Resource), and risk champions, who are representatives of all departments. The Risk Management Committee held four sessions successfully on the following dates:

TABLE 44: RISK COMMITTEE MEETINGS HELD DURING 2024/2025 F/Y

Meeting	Date	Venue
Special Risk Committee Meeting	26 August 2024	Teams
Q1 Risk Committee Meeting	12 August 2024	Teams
Q2 Risk Committee Meeting	19 November 2024	Teams
Q3 Risk Committee Meeting	14 February 2025	Teams

Q4 Risk Committee Meeting	19 May 2025	Teams

- Functioning of the Risk Management Committee

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

Table 45: Risk Management Committee Members

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

Table 46: Risk Management Champions

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

Table 47: Risk Management Committee- Standing Invites

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

The Risks Registers

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

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

Anti-Fraud and Anti-Corruption Strategy

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

SUPPLY CHAIN MANAGEMENT

Ndwedwe Municipality has a central Supply Chain Management (SCM) Unit which is under the management of the CFO. The unit has a total number of 07 permanent employees. The employees have done training on the prescribed level of competency requirements. The municipality has established fully functional Bid Committees that have a standing schedule of meetings and they were as follows:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The municipality made appointments in all Committees and all three Committees were fully functional. The following employees were appointed to represent the Ndwedwe Municipal Council on the aforementioned Committees:

MUNICIPAL BID COMMITTEES

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

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

TABLE 48: BID COMMITTEE MEMBERS

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

TABLE 49: 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 50: BID ADJUDICATION COMMITTEE MEMBERS

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

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 and 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.

WEBSITE

The municipal website is in place and operational.

TABLE 51: MUNICIPAL WEBSITE

Information	Contained (Yes/No)
Annual budget	Yes
Adjustment budget	Yes
Budget policies and related	Yes
Annual report	Yes
Performance Contracts (s57 employees)	Yes
Service delivery agreements	Yes
All long-term borrowing	N/A
Supply chain Management Contracts above R200k	Yes
All asserts disposed per quarter above a set value	N/A
Public Private partnerships	N/A
Quarterly reports tabled to council	Yes

PUBLIC SATISFACTION ON MUNICIPAL SERVICES

No Public Satisfaction Survey was conducted during 2024/2025 financial year.

CHAPTER THREE

Service Delivery Performance (Performance Report Part 1)

CHAPTER 3:
COMPONENT A: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

BASIC SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

The responsibilities of Ndwedwe Municipality for delivering basic services up to 30 June 2025 vested in three of the Municipality’s Departments, namely the Technical Services Department (PMU and Operations & Maintenance), the Community Services Department (waste management) and the Planning and Economic Development Department (Human Settlements). The consumers are charged for services at rates which are reviewed annually and are approved together with the annual budget of Ndwedwe Municipality for every new financial year.

This component includes water; wastewater (sanitation); electricity; waste management; and housing services; and a summary of free basic services. The success of local economic development is tied to the provision of basic and other types of infrastructure to the people.

Ndwedwe Municipality committed itself in fast-tracking access and the provision to the delivery of basic services which were more critical and had more impact in the lives of the citizens of at large. Various projects were implemented during the period under review: namely construction of community facilities such as halls, community development centres, sport facilities, electrification of households and construction of access roads.

WATER PROVISION

The Municipality is not the Water Services Authority (WSA) and Water Service Provider (WSP). In 2003, iLembe District Municipality became the Water Services Authority (WSA) and Water Services Provider, as such, the Municipality’s Water Services Development Plan (WSDP) was developed and adopted in 2016. The Technical Services Department of the District is responsible for the provision of water and sanitation services throughout the district thereby eliminating backlogs.

WATER AND SANITATION INSTITUTIONS AND SERVICE PROVIDERS OPERATING

Siza Water (South African Water Works – SA

The Sembcorp Siza Water Concession (now South African Water Works – SAWW) emanates from the PPP strategic goals of equipping and assisting iLembe District Municipality ('IDM') (then known as Dolphin Coast) to carry out its mandate of service delivery and ensuring communities it serves have clean, safe, adequate supply of water. The concession is at twentieth anniversary mark of the 30-year contract ending 2029.

Process for Bulk Water Provision - Umngeni Water & Siza Water (SAWW) Partnership

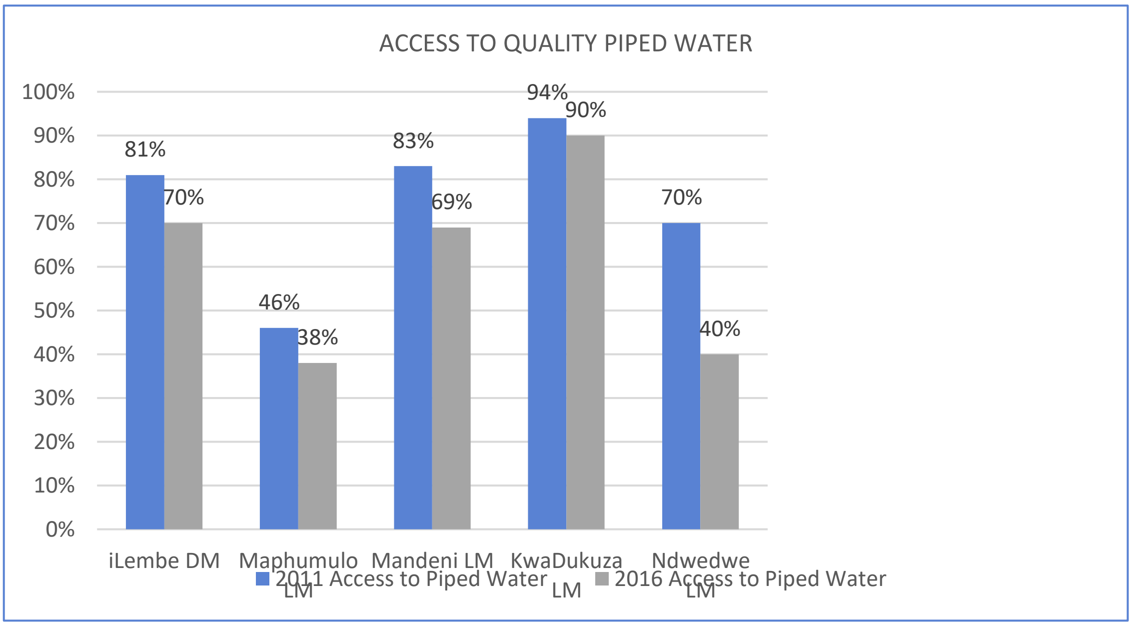
All bulk water is received from Umgeni Water via the Hazelmere Dam Water Treatment Works. A 450/700mm diameter pipeline from Hazelmere supplies the Avon- dale reservoir (15,0 Ml, TWL 137,5M). This reservoir acts as a balancing reservoir to feed the entire SAWW Bulk Water Network and in turn the water reticulation network. Water is then transported via a long bulk supply main system comprising of 7,1km of 450mm diameter GRP/375mm diameter AC/350mm diameter steel pipe- line which has several off-takes supplying the Water reservoir and reticulation zones.

SAWW reservoir and reticulation zones. Umgeni Water is responsible for the management and operation of the Avondale reservoir and the bulk supply pipeline between Avondale and Honolulu reservoir. All the reservoirs and reticulation systems within Ballito and surrounding areas are managed and operated by the SAWW on behalf of the iLembe District Municipality under a 30-year concession agreement. The Avondale reservoir serves a dual purpose, both as a balancing storage reservoir to Umgeni Water for onward conveyance of water into the bulk supply system downstream of Avondale reservoir, and as a service storage reservoir to SAWW for the reticulation zone feed directly from Avondale Reservoir. The Avondale reservoir is owned by Umgeni Water and an agreement is in place allowing SAWW for use of the storage.

Summary on How Potable Drinking Water Is Provided

In 2003 the district became the Water Services Authority and Water Services Provider for the iLembe region, and the Municipality's Water Services Development Plan (WSDP) was adopted in 2016. It is the role of the Technical Services Department to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Statistics South Africa through the Census of 2011 compared with the Community Survey of 2016.

TABLE 52: PERCENTAGE OF PEOPLE WITH ACCESS TO QUALITY PIPED WATER

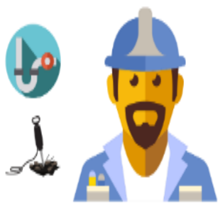


The graph above depicts a partial picture of reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that were prevailing at the time.

Water and Sanitation Challenges

The following infrastructural characteristics, issues, and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

TABLE 53: WATER AND SANITATION CHALLENGES



WATER CHALLENGES

- Vandalism and cable theft at pump stations
- Aging Infrastructure.
- Faulty prepaid Meters.
- Water theft.

The below depicts the latest STATS S

SANITATION CHALLENGES

- Desludging of VIP toilets requires substantial financial resources.
- Availability of budget challenges
- High sewer Backlogs
- Skills Shortage
- High water table - Need to upgrade from VIP toilets.

Source: iLembe District Municipality Water and Sanitation Master Plan, 2017

Regional/local water scheme

About 38,8% of households had access to piped water through a regional/local water scheme in 2022

Flush Toilets

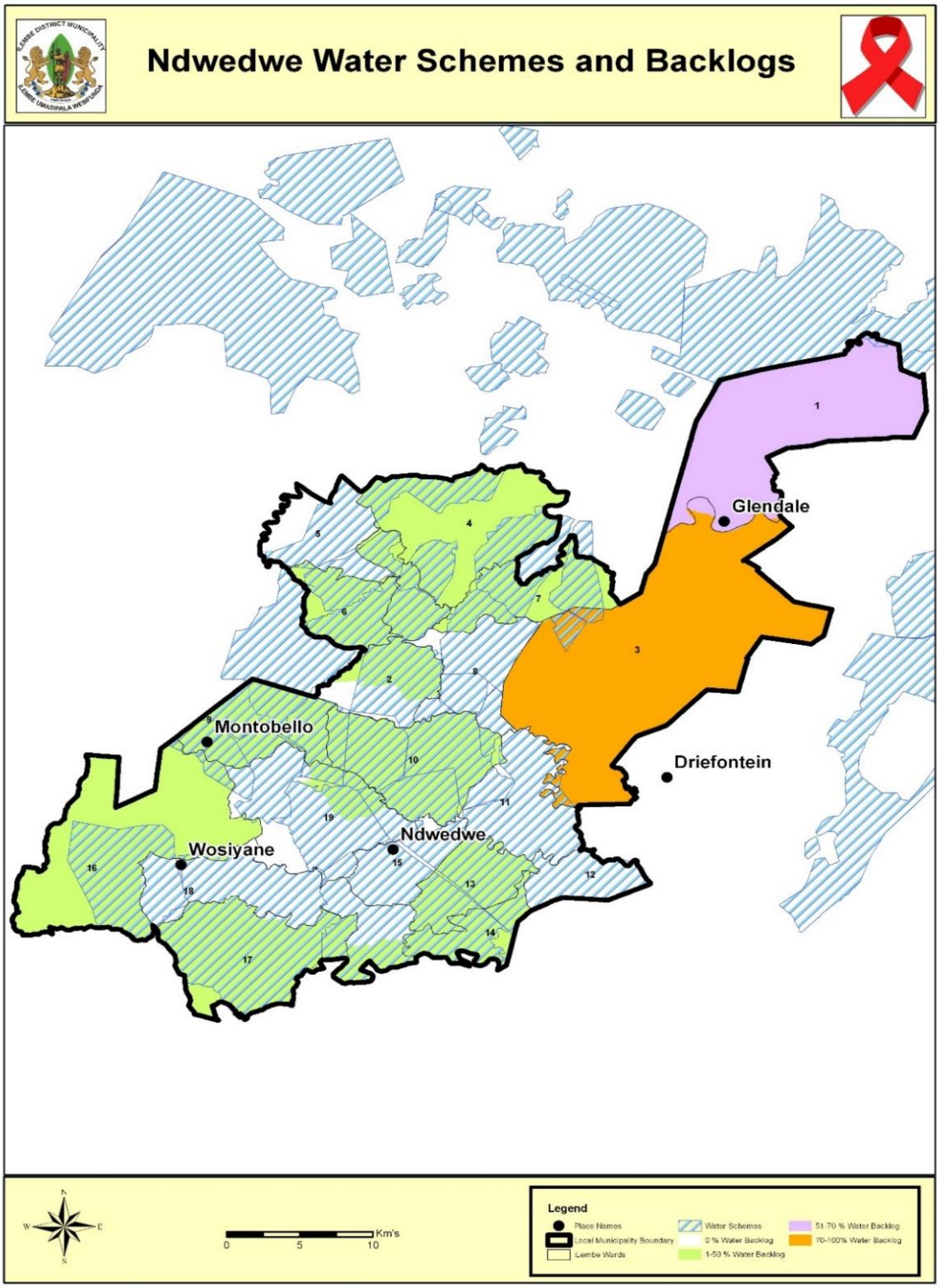
About 22,2% of households had access to flush toilets in 2022

Source: Stats SA 2022

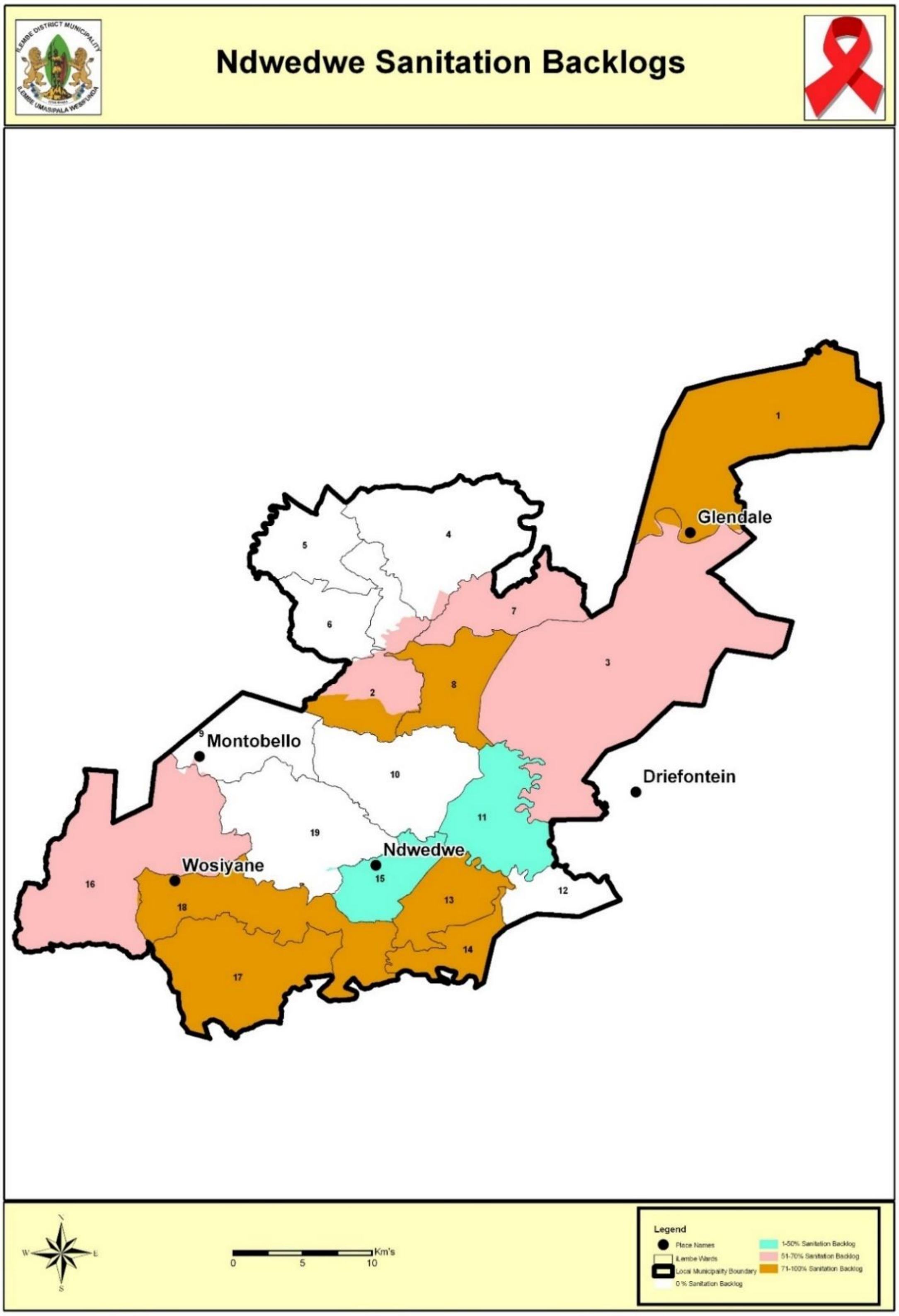
Summary of Water and Sanitation Backlogs and Achievements

This Assessment relates to the backlogs for water & sanitation service delivery. The current backlogs in terms of water are 15.56% and sanitation is 13.32%.

MAP: 2 WATER SCHEME BACKLOGS FOR MUNICIPALITY



MAP: 3 EXISTING WATER SCHEMES



The Maps below depict the status of water and sanitation provision within the district. The map depicting "Access to Water" is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with Erf reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary standpipe reticulation.

The "Access to Sanitation Map" depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the district to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the district; the map further depicts the existing sewer bulk infrastructure and the proposed Wastewater Treatment Plants in Ndwedwe, Mandeni, Maphumulo and various parts of KwaDukuza.

These maps portray the state of the district in terms of water and sanitation infrastructure; they also depict some of the future of the district to ultimately provide all citizens of iLembe with access to quality water and sanitation services.

iLembe Water and Sanitation Master Plan

The district has been experiencing rapid growth over the past 18 years and in most cases infrastructure delivery has lagged significantly behind this growth. The intensification of residential, commercial and industrial Greenfield developments has necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Master plan was developed and adopted by Council in 2017. The Master plan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20-year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Master plan is attached as Annexure E. The tables below indicate the projected demands for water and sanitation.

Table 54: Water and Sanitation Demand Projects

WATER					
LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80
SANITATION					
LOCAL MUNICIPALITY	YEAR 2017 DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.93	410.60

Water & Sanitation Project Engagements

All the contract work will be done by local people in all affected areas, including excavation, building of the units, and plumbing. The Ward Councilor, Ward Committee, Project Steering Committee, Community Liaison Officer (CLO) and the Project Manager will be responsible for identifying and appointing the relevant personnel from the community. The Community Liaison Officer will be sourced from the respective wards. A Quality Assessor that will be identified from the community to conduct quality assessment of work in progress. All materials will be purchased from Local Suppliers and Co-operatives with the assistance of iLembe Technical Services and Enterprise iLembe.

Sanitation Services

The statistical Data from Stats SA distinguishes between all types of sanitation services provided to the communities, categorized as follows:

- Flush toilet with sewer
- Flush toilet with sceptic Tank

- Chemical Toilet
- Pit Latrine with Ventilation
- Pit Latrine without Ventilation

The long-term target is to provide all residents with waterborne sanitation and sewer but households with one of the above listed forms of sanitation are considered as serviced. Where VIP solutions are used, the rationale is that they will be developed using in-line VIP solution which can later be converted to waterborne sanitation easily. The graph below clearly depicts that more than 12% of the residents are serviced below the average service level of the Municipality. Only 98% of the municipality has been serviced with one of the acceptable forms of sanitation. Wards 4 and 8 require attention with regards to provision of sanitation services.

Table 55: The main type of toilet facility used at municipality (Community survey, 2016)

Indicator	Sub Indicator	Households	% of total households
Main type of toilet facility used	Flush toilet (Sewage system/sceptic tank	1 503	4.7%
	Chemical toilet	9 662	30.0%
	Pit latrine (with/without) ventilation	18 687	58.1%
	Ecological toilet (e.g. urine diversion, enviro-loo)	608	1.9%
	Bucket toilet (collected by municipality/Emptied by household	1 722	5.4%

Map overlaying the water infrastructure with the applications lodged in terms of SPLUMA & Land Use Management Bylaws & Human Settlements

The Maps below depict the status of water and sanitation provision within the district. The map depicting "Access to Water" is portraying standpipe/community tap reticulation in the predominantly rural parts of iLembe, the western and northern portion; and areas with Erf reticulation within the KwaDukuza CBD, Ballito, Mandeni CBD, suburbs or Mandeni and KwaDukuza are portrayed in blue. It further depicts the location of existing bulk infrastructure and future planned infrastructure to deliver water to areas with rudimentary standpipe reticulation.
The "Access to Sanitation Map" depicts the Ventilated Improved Pit (VIP) Latrines that are provided by the district to areas where no bulk sewer infrastructure has been laid, this is depicted in the western and northern rural areas of the district; the map further depicts the existing sewer bulk

infrastructure and the proposed Wastewater Treatment Plants in, Mandeni, Maphumulo, and various parts of KwaDukuza.

These maps portray the state of the district in terms of water and sanitation infrastructure; they also depict some of the future of the district to ultimately provide all citizens of iLembe with access to quality water and sanitation services.

SANITATION CAPITAL PROJECTS ON PLANNING STAGE

Tabulated below are sanitation projects over the five-planning horizon for all the water service institutions and water service providers operating within the municipality.

MAP 1:VIP SANITATION

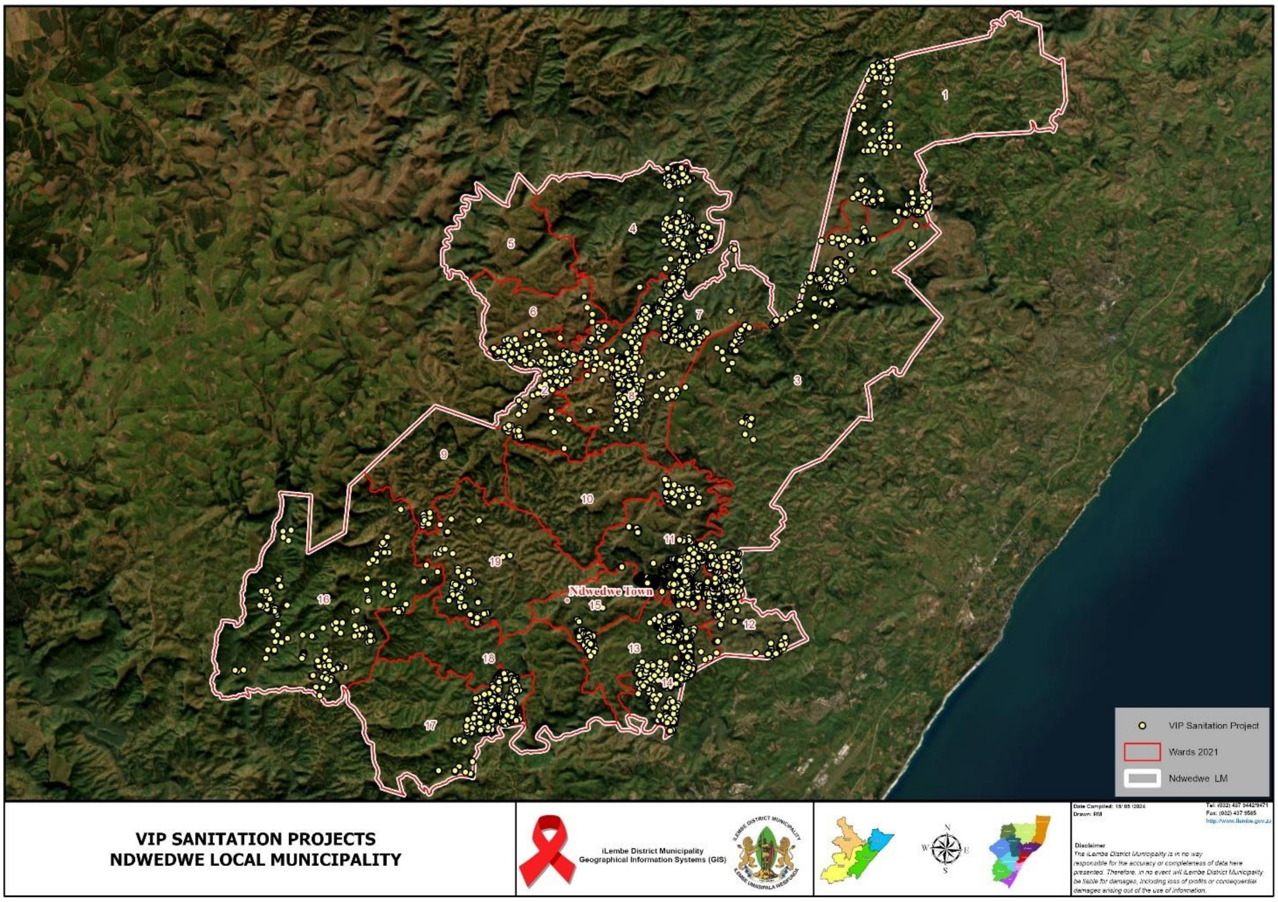


TABLE 56: VIP SANITATION PROGRAMME

LOCAL MUNICIPALITY	WARDS	NAME OF PROJECT	STATUS	PROJECT COST	COMPLETION DATE
District wide	ALL WARDS	VIP Sanitation programme		R10 000 000	New financial year

TABLE 57: ILLEGAL WATER CONNECTIONS

ILLEGAL WATER CONNECTIONS	2024/2025
1st Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 9,730.46
2nd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 14,595.69
3rd Disconnections of illegal water connections and tampering with meter installation, replace or insert seal on meter.	R 29,191.35

TABLE 58: 2024/2025 WATER AND SANITATION PROJECTS

WARD	NAME OF PROJECT	COMPLETION	TOTAL PROJECT COST	PROGRESS
Ward 13, 15 (Umgeni Water Project)	uMshwathi Phase 4: Supply to Southern - Res 5	June 2022	R 340 000 000	The project is at detailed design stage, 90% complete - Done by Umgeni Water
wards 4, 5, 6, 8 and 9	uMshwathi Phase 5 - Central and Augmentation of Maphumulo Supply	2024	R 200 000 000.00	Project is implementation ready - waiting for funding release by Umgeni Water.
ward 17 and 18 (Umgeni Water Project)	uMshwathi Phase 6 Supply from Bruyns Hill to Wosiyane, Emalangeni and Khumalo areas	2022	R 150 000 000.00	Project is at Detailed design stage - Done by Umgeni Water
Ward	Sonkombo - Reticulation Upgrade	2023	R 30 000 000.00	Project is at design stage

Table 59: VIP Satiation Programme

AREA	TARGET	PITS DUG	PITS LINED	COMPLETED UNITS
WARD 3	60	-	-	60
WARD 4	70	-	-	70
WARD 5	150	118	81	69
WARD 8	50	50	28	19
WARD 12	50	42	25	20

WARD 18	110	76	60	56
TOTAL	490	416	324	294

ELECTRICITY/ENERGY PROVIDER

Eskom is the sole supplier of electricity in the Ndwedwe Local Municipality. ESKOM supplies electricity directly to all wards and is a licensed electricity distributor to Ndwedwe.

ADOPTION OF ELECTRICITY PLAN

The NLM is the implementing agent for Eskom. The municipality is responsible for the construction and hand over of the project to Eskom, Eskom is responsible for the outages. After the work is completed, Eskom registers the work completed into their assets register. Eskom is responsible to develop and adopt an Electricity Plan for the Ndwedwe Local Municipality.

The table below illustrates energy sources used by households of iLembe District for cooking purposes. It should be noted that the provision of electricity is a function of Local Municipalities and Eskom. It is estimated that 148 078 out of 191 369 households have a supply of electricity for cooking purposes listed as follows:

TABLE 60: ENERGY SOURCE USED BY HOUSEHOLDS.

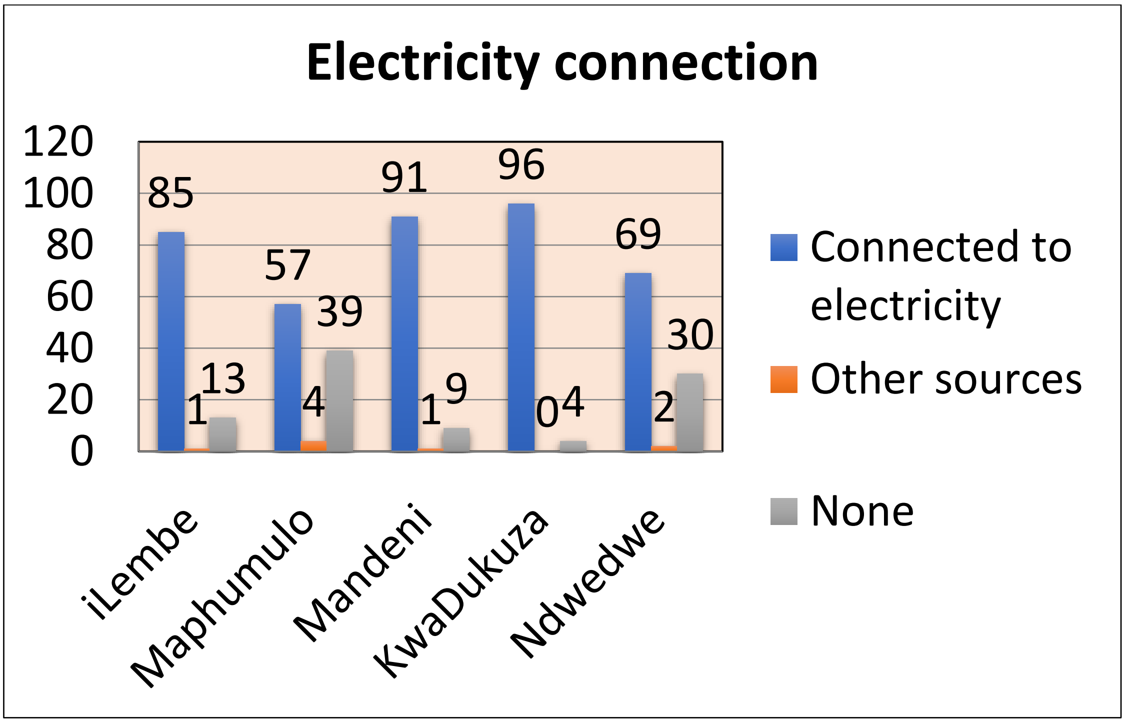
ENERGY SOURCE	MANDENI	KWADUKUZA	NDWEDWE	MAPHUMULO
Electricity	39 739	82 934	16 709	8 696
Gas	1 406	3 070	1 094	559
Paraffin	514	1 797	8914	255
Wood	3 853	2 830	15 098	10 823
Coal	0	24	0	0
Other	13	53	53	141
None	60	326	34	51

The Eskom is responsible for the Operations and Maintenance Plan for electricity.
The project coordinators from Eskom are responsible Planning for Schedule 5B Projects.

The Census Data (2001 and 2011) does not distinguish between population with and without electricity, and it is therefore difficult to determine exactly which households are connected to the power grid. To estimate access to electricity, statistics related to using electricity for lighting purposes was used. Municipality is well serviced with electrical infrastructure. A high voltage line traverses the municipal area in an east west direction, from which several medium voltage lines provide the opportunity to install reticulation lines all over the municipal area (Map 21 below shows electricity distribution within Municipality).

Wards 1 and 12 have the highest levels of access in 2011 as compared to 2001 which wards 1, 3 and 15 had the highest access, with most wards in the municipality which have less than 30% access. It is noticeable that the levels of access to electricity have increased in all the wards, and although implementation is slow, there is definite progress visible. Wards 7, 8, 10, 11, 16, 18, and 19 require desperate intervention regarding electricity provision. The tables above illustrate energy source used by households for cooking and lighting purposes. It is estimated that only 112573 and 102633 household have a supply of electricity for lighting and cooking purposes respectively.

TABLE 61: ELECTRICITY CONNECTION



Source: Community Survey 2016 Stats SA

TABLE 62: HOUSEHOLD ACCESS TO ELECTRICITY AT MUNICIPALITY

Indicator	Sub Indicator	Households	% of Total Households
Household access to electricity	In-house conventional meter	2 881	8.5%
	In-house prepaid meter	19 767	58.3%
	Connected to other source which household pays for	432	1.3%
	Connected to other source which household is not paying for	176	0.5%
	Solar home system	0	0.0%
	Other	555	1.6%
	No electricity	10 071	29.7%

Source: Community survey, 2016

TABLE 63: ENERGY SOURCES FOR COOKING WITHIN MUNICIPALITY

Indicator	Sub Indicator	Households	% Of Total Households
Main Source of Energy For Cooking	Electricity From Mains	16 709	49.9%
	Other Source of Electricity (E.G. Generator Etc)	53	0.2%
	Gas	1 094	3.3%
	Paraffin	894	2.7%
	Wood	15 098	45.1%
	Coal	0	0.0%
	None	34	0.1%

Source: Community survey, 2016

The table below indicates local municipality planned electrification projects for the 2024/2025 financial years.

TABLE 64: ELECTRIFICATION PROJECTS 2024/2025

IDP/SDBIP REF NO	OBJECTIVES	STRATEGIES	PROJECTS	2024/2025	SOURCE OF FUNDING
TS07	To facilitate the provision of reliable electricity	Provision of access to electricity	INEP Electrification Ward 05, 06, 07, 08, 11 & 15	R10 279 000.00	INEP

WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

WASTE COLLECTION

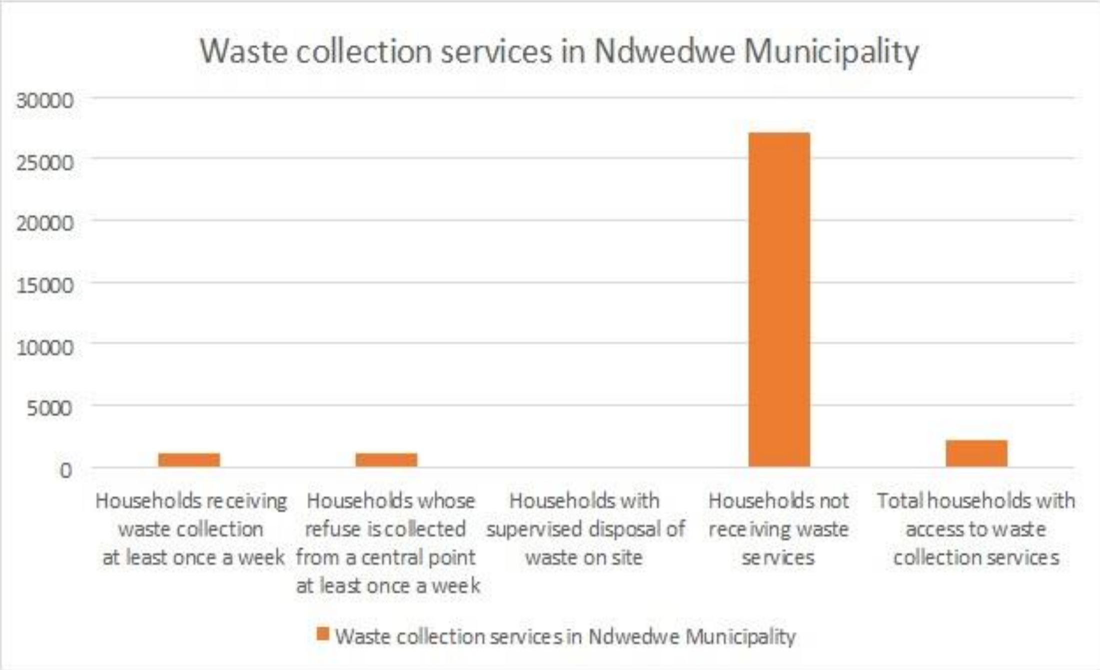
The Municipality is responsible for solid waste management within its jurisdiction. The municipality has developed an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. 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.

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all polices and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with 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 IWMP has been developed and adopted by the Council. The plan is currently being implemented. The status of the Landfill sites: 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 Local Municipality. An Environmental Management Officer will also have to be employed as per the recommendation of the MEC.
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.	This activity forms part of the IWMP implementation plan. A waste information management system needs to be developed.

The 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 Municipality are not receiving waste services. There is an urgent need for Municipality to extend waste services to all citizens of, especially rural areas and previously disadvantaged communities.

TABLE 65: PROVISION OF WASTE MANAGEMENT SERVICES



Source: Census, 2011

ILLEGAL WASTE DUMPING

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

WASTE GOALS & PRIORITIES

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

Table 66: Provision of waste in local Municipality

Provision of Waste in Municipality						
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

SOURCE STATISTICS SA CENSUS, 2011

TABLE 67: REFUSE REMOVAL

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%

Source: Community Survey, 2016

DISPOSAL OF SOLID WASTE, REMOVAL & COLLECTION

The Municipality is currently using eThekwini Municipality landfill site which is through a service provider that disposes of the waste. There is no public landfill site currently in existence within the Municipality and within the iLembe District for that matter and only one landfill site is privately owned within the district. On the contrary, Waste Management 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, and the latter will be preferred to the former.

Currently, waste management at the municipality is carried out using a system of skips which are left at strategic places in the local municipality, with a reliance on the community to drop waste off inside the skips. Skips are then collected by Liana Consulting Waste Management company and waste is offloaded at one of the landfill sites within eThekwini Metro. An average of twenty-six skips per month are collected from the municipality. There are no waste disposal facilities within the municipality. All collected waste is disposed of in eThekwini. The Municipality provides receptacle tanks for storage in the form of skip bins, wheelie bins and refuse bags for the households and strategic places of generation for the collection of waste. The municipal truck operator collects waste daily from Monday to Friday 19 wards. Liana Consulting collects the skip bins on a weekly basis from all nodal points to the main landfill site in eThekwini Metro. The municipality is being serviced for collection, clearing, and cleansing of municipal area by the EPWP beneficiaries 14, and 22 green deeds beneficiary collaboratively, out of this 22 people 7 of them are door-to-door campaigners teaching about importance of waste collection, minimization reduction and recycling of waste. The municipality also services the shopping complex such as Boxer Cash and Carry and all other departments herein.

WASTE DISPOSAL

The municipality does not have a disposal site hence we have started with the establishment of the waste transfer station. The municipality has decided with the eThekwini Municipality pertaining to this service.

The Municipality adopted its IWMP on 31 March 2022. The Waste Plan is reviewed annually for implementation and inclusion in the SDBIP's. The IWMP and Waste Plan has been forwarded to the Department of Economic Development Tourism and Environmental Affairs for approval, as required by the NEM: Waste Act. The table below outlines the implementation plan of the IWMP.

TABLE 68: IWM PLAN

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 un-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 hander 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 indigents register annually	X				
Monitoring and compliance	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

STREET CLEANING AND RECYCLING, WASTE AWARENESS CAMPAIGNS INITIATIVES BY EPWP

The recycling was identified as the critical program to be implemented by the municipality. As part of the EPWP, the municipality appointed several people to assist in street cleaning, collection and disposal of waste to skip bins within town. The large quantities of waste that is generated by the communities in areas and around town is being recycled.

The municipality has appointed 85 EPWP beneficiaries and 22 green deeds beneficiaries collaboratively, out of these 22 EPWP, 7 of them conduct door to door campaigning and teaching about importance of waste collection, minimization reduction and recycling of waste.

The EPWP collects waste from every ward 5 times a week as a recycling initiative. The municipality has budgeted for a waste Buy Back Centre for the community of Ndwedwe. Then from time to time there are beneficiaries on the EPWP contracted workers who collect in their wards and notify them of illegal dumps. Most illegal dumps that have been identified have been converted into beauty spots, gardens, and public green spaces to encourage communities to care for them and keep them in good state through "*Not in My Backyard*" policy that prohibits litter and waste on the neighborhood.

HOUSING

The provision of appropriate accommodation for iLembe residents will be key for sustainable development in the region. The table below present's the type of main dwelling per Local Municipality.

Table 69: Types of Main Dwelling

	MAPHU MULO	MANDENI	KWADUKUZA	Ndwedwe	TOTAL
Formal (Built with concrete/bricks)	8 987	38 512	74 936	18 949	141 384
Traditional (Built with traditional materials, e.g., huts)	10 916	4 763	3 858	12 577	32 114
Informal (temporary structures)	621	1 631	11 628	2 290	16 170
Other	-	749	863	67	1 679

Most communities are poor, and the houses are of sub-standard quality. This leaves most of the households vulnerable to natural disasters i.e., storms and flooding. The provision of alternative housing form especially rental housing and multi storey building need to be accommodated in the housing strategy.

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds to the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and adequate provision of social facilities and services. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of iLembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.

COUNCIL APPROVED HOUSING SECTOR PLAN

The Ndwedwe Municipality Housing Plan has been prepared the municipality us currently undergoing the development of the five-year Housing Management Plan in this current financial year, the Final Housing Plan will be adopted and approved by Council at the end of June 2024 in this current financial year. Approximately 69.3% of Ndwedwe LM consists of traditional authority areas. According to the Census Stats 2011 there are 14 171 households that have access to formal housing within Ndwedwe. The municipality has no formal waiting list and therefore based the housing backlog or demand. Ward 19 has the most housing backlog sitting at approximately 1 330 when compared to all other wards within the municipal area.

The Housing Forum meetings that took place in this financial year were as follows:

Date of Forum	Venue	Challenges	Resolutions
24/10/2024	Ndwedwe Council Chamber	None	None
30/01/2025	Ndwedwe Council Chamber	None	None

Housing Chapter Highlighting Housing Needs, Existing & Planned Projects

The Department of Human Settlements has current and planned for the following housing project highlights for 2023/2024 financial year:

- Wards 12, 13, 14 & 15 Mavela Phase 2 (1000 units). The first 500 units as per DOHS first phasing has been completed. Project has been approved, and funding allocated for 300 units due to budget constraints and work to commence on the 11th of March 2024

- Wards 07, 08, 09, 10, 11, 12, 13, 14, 15 & 19 Nkumbanyuswa Phase 2 (2000 units). The Service Level Agreement signed by all parties. The Pack was submitted to Ingonyama Trust for issuing of the Development Rights Agreement (DRA). It is anticipated that it will be issued by end of April 2024

- Wards 03, 11, 12, 13, 14, 15, 17, 18 & 19 Qadi Rural Housing Project (1000 units). DRA received and signed by the municipal manager on the 22nd of February 2024. Once all the relevant documents submitted by municipality (HSP and Housing Forum minutes), the pack will be submitted for Stage 2 funding.

- Wards 10, 11,12 & 19 Operation Sukuma Sakhe will build 67 Houses. 12 units completed and handed over to beneficiaries. Slow construction progress. Contract was terminated in May 2023 between the Department and Khazimula. DOHS is in the process to appoint a new IA to complete the project.

- Ward 11, There are 226 houses to be built through OSS, contractor is on site and construction his in progress. Todate there are 164 houses completed.

- Ward 17 & 19, Chili, Khumalo, Ngcolosi, Mangangeni Housing (1000). Little or no response on the comments from the Dept. of Environment. This hinders progress to complete the SPLUMA Application.

- Ward 03 Magwaza Qwabe/Waterfall Housing Project (1000 units). The Service Level Agreement signed by all parties. Due to the community outcry over lack of housing in ward 03, the Municipal Councill resolved to extend the project size to accommodate the whole area under ward 03 that include community residing on private land. The extension of the project boundary was supported by the Dept. of Human Settlements but could not provide funding for the extra planning investigation since the change of the scope of work. The municipality to provide funding for the extra planning investigations.

LEVEL OF SERVICES AND BACKLOGS

- Mechanism and institutional capacity for co-ordination, monitoring and implementation of housing projects.
- Committed funding for the services in support of housing projects.
- Acknowledgement of the service delivery needs of farm dwellers.

Table 70: Public and Private Developments within LM

NO.	PROJECT	NO. OF UNITS	STANDPIPES/ERF CONNECTIONS	VIP/ WATERBORNE	DEVELOPMET
1	Mlamula	1000	Standpipe	VIP	Rural Housing
2	Gcwensa Wards 6,7 & 8	1000	Standpipe	VIP	Rural Housing
3	Emalangeni, Cibane, Wosiyane	1000	Standpipe	VIP	Rural Housing
4	Nkumbanyswa Phase 1	1000	Standpipe	VIP	Rural Housing
5	Town	1	ERF	Waterborne	Rural Housing
6	Glendale Distillery	1	ERF	On-Site	Upgrade of Package
7	Matholamnyama Rural Housing	235	Standpipe	VIP	Rural Housing

8	KwaShangase Rural Housing	1200	Standpipe	VIP	Rural Housing
9	Boxer Shopping Centre	1	ERF	On-Site	Shopping Centre
10	SPAR Shopping Centre	1	ERF	On-Site	Shopping Centre
11	Central Plaza	1	ERF	On-site	Shopping Centre
12	Bhamshela Shopping Centre - SPAR	1	ERF	On-site	Shopping Centre
13	Bhamshela Shopping Centre – Shoprite	1	ERF	Waterborne	Shopping Centre
13	Bhamshela Shopping Centre – Shoprite	1	ERF	Waterborne	Shopping Centre
14	Chilli / Kumalo / Ngcolosi / Manganga	1000	ERF	VIP	Rural Housing
15	Magwaza- Qwabe	1000	ERF	VIP	Rural Housing
16	Nkumbanyswa Phase 2	1000	Standpipe	VIP	Rural Housing

COMPONENT B: ROAD TRANSPORT

ROADS

Ndwedwe Local Municipality is located approximately 30 kilometres west of the N2 and the King Shaka Airport which are both national assets the King Shaka Airport and the Sea. Thus far, the location of NLM near this precious resource in a form of a Sea and the Airport has not materialized into major job creation and economic spin offs for communities residing within its area of jurisdiction. The King Shaka Airport and Dube Trade Port provides an opportunity for exporting some of the products generated locally including beneficiation. Near the Airport, there is also the Dube Trade Port (DTP) which offers massive economic opportunities for those in proximity. The aerotropolis being the geographical location of the airport is designated as prime land in line with the Dube Aerotropolis Development Framework, 2011. The main roads used to access the airport include the N2, M4, R102, R74 and R614.

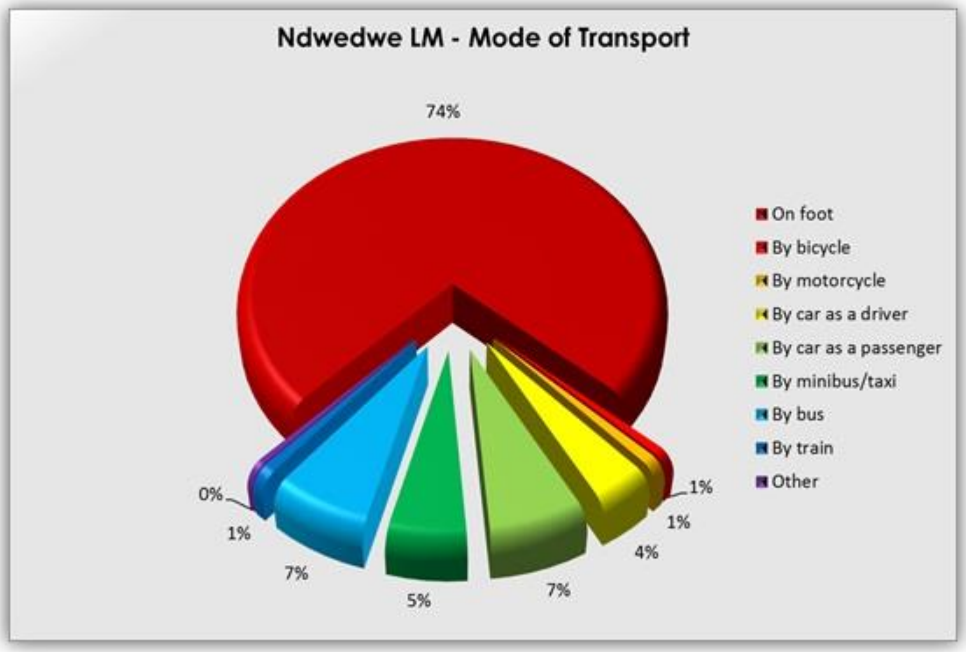
There are several Provincial Routes that traverses the Municipality. Connectivity within the municipality is limited unfortunately, with easier and faster routes situated outside the municipal area utilised to reach different areas in the municipality. The main access routes to the municipality include the following, which are also the only blacktop surfaces:

- The existing R74 from Stanger via Ashville to Kranskop
- The existing R614 from Tongaat via Qinisani and Bhamshela to Wartburg
- The P100 from Verulam to the Village and back to Inanda

Most of the households in the area have access to roads within 2,5km or less. This however does not paint the true picture of transport accessibility in the area, as many of these roads are poorly maintained or designed, causing vehicle access to the adjacent or nearby areas to be problematic, especially considering that most roads are gravel and becomes dangerous during wet season in the areas with extreme topographical features within Municipality.

From the statistical distribution of modes of transports mainly utilised by residents, it is evident that the largest portion of the population (74%) are dependent on travelling by foot and thus with no or limited access to affordable public transportation. This implies first the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as limited road infrastructure exists which allows taxis or buses to reach these remote areas.

The three aspects combined, is an indication of the poverty levels of this area. With the high dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the Municipality, which positively affects everybody. Should the residents not have proper access to opportunities; the initiatives will not be successful.



The institutional responsibility for transport infrastructure is categorised as national, provincial and local on the maps. The provincial Department of Transport (DoT) has the responsibility to provide planning of public transport infrastructure. The Local Municipality has the responsibility to provide for road provision and maintenance.

Currently, the municipality has no Local Integrated Transport Plan in place. In addressing the MEC finding on the unavailability of the Local Integrated Transport Plan (LITP) in Ndwedwe municipality, the municipality is prioritising the development of the plan and has been engaging with the Department of Transport for technical support so that the plan can be developed in the new financial year.

Responsibility for the Provision of New Roads and Related Facilities

The municipality conducts several platforms to engage with all the relevant government departments to align the programmes, projects and budgets. The forums such as the IDP Representative Forum, Alignment Structures and One-on-one engagements. The IDP Review has considered the existing, planned and future projects to be implemented in Ndwedwe Municipality and as such, the municipality's 5-year implementation plan has included both Ndwedwe Municipality projects as well as the DoT projects.

The table below indicates the planned roads infrastructure projects for the 2024/2025 financial year.

TABLE 71: PLANNED ROADS INFRASTRUCTURE PROJECTS

Projects	Annual Targe	Budget for the Year	Source of Funding	Wards
Ndwedwe Town Infrastructure (Tar Roads)	2.2km construction of internal access roads to be completed by 30 June 2024	R 39 078 950.00	DTIC and Co-Internal funding from municipality	15

Table 72: Municipal Roads 2025/2026 FY

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET	ADJUSTMENTS BUDGET
Ndwedwe Town Infrastructure Ward 15	**R10 475 474.24**	**R 20 457 390.67**
Sambaba Access Road Ward 6	**R2 508 000.00**	**R 313 043.48**
Nhlangwini Access Road Ward 01	**R5 171 600.00**	**R 1 213 185.90**
Mthombisa Access Road Ward 3 (Municipal Disaster Recovery Grant - MDRG)		**R 4 171 691.70**
Ntabamhlophe Access Road Ward 8 (Municipal Disaster Recovery Grant - MDRG)		**R 5 074 066.80**
Nhlangakazi Access Road Ward 9 (Municipal Disaster Recovery Grant - MDRG)		**R 9 145 336.43**
Nogxaza Access Road Ward 19 (Municipal Disaster Recovery Grant - MDRG)		**R 3 373 252.89**

TABLE 73: NDWEDWE TOWN 2025/2026 FY

MUNICIPAL KEY PERFORMANCE AREA (KPA)	ORIGINAL BUDGET	ADJUSTMENTS BUDGET
Ndwedwe Town Infrastructure Ward 15	**R10 475 474.24**	**R 20 457 390.67**

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes planning, and local economic development. The Planning and Economic Development department specialises on ensuring that all plans submitted are approved in terms of the standards. While local economic development promotes investments within the municipality.

PLANNING

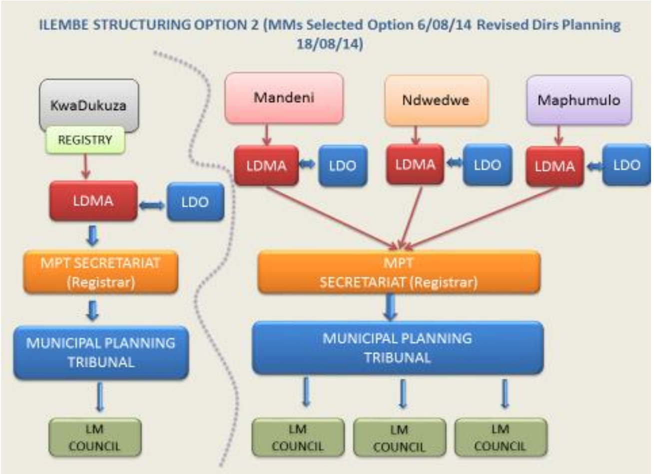
The Ndwedwe Municipality Spatial Development Framework (SDF) for 2023/2024 was reviewed and adopted by Council on 30 May 2023. Spatial Develop Plan (SDP) has been developed and approved by Council. The strategic guide for the spatial transformation of the area. It provides a framework for future location of land uses and development.

IMPLEMENTATION OF SPLUMA IN NDWEDWE MUNICIPALITY

As per Section 24 (1) of SPLUMA, *"a Municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of this Act"*. In July 2015, the Spatial Planning and Land Management Act no.16 of 2013 became operational. Section 24 (1) of the Act required the adoption of a Single Land Use Scheme that will operate in a municipal area of administration within a period of five years of commencement with the act. This therefore necessitated that the municipality prepares and finalizes its scheme to be SPLUMA complaint.

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring that the function of planning, particularly decision making relating to development applications, vests with municipalities. The table below provides progress pertaining to SPLUMA implementation:

TABLE 74: SPLUMA IMPLEMENTATION

SPLUMA REQUIREMENTS	STATUS
Municipal Planning Tribunal	The following recommended MPT option was submitted and adopted by all local municipalities in 2014.  The Joint Municipal Planning Tribunal (JMPT) was established in terms of Chapter 2, Part C – Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT. The administration of this agreement is overseen by the Technical Support Forum (Municipal Manager Forum). Officially, the JMPT is deemed functional.
JMPT membership	Internal members from LM, consist of; Director: Economic Development and Planning Director: Technical Services
Appeal authority	Executive Committee
Authorised Officer	Senior Town and Regional Planner (DPSS) Contract ended in March 2024.
Categorisation of applications	Development Applications have been categorized as per Schedule 5 of the SPLUMA Regulations.
Delegations	Approved and adopted

LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The Local Economic Development of is considered as one of the most important aspects of developing the municipality. In all the economic activities identified, it appears of great importance to protect on the one hand the unique natural environment while on the other hand exploiting the opportunities arising from the various economic sectors.

Enterprise iLembe is the Economic Development Agency owned by iLembe District Municipality. Enterprise iLembe has a mandate to promote the district as both the investors and tourist's destination. It also works with local municipalities in implementing of various other LED programmes. This is the additional capacity available in the district to implement LED and develop tourism.

The municipality has a fully established LED department with a permanently appointed LED Manager. The LED Unit is fully operational. However, there are human resource challenges within the Unit due to budget constraints. The LED Implementation Plan and Programmes are implemented by this Unit.

The Municipality has adopted an LED Strategy in financial year 203/2024. However, the Municipality is currently updating and reviewing the Strategy, a draft LED strategy is in place, the LED department is given support by various governmental stakeholders such as COGTA and it has been advised that the strategy needs to be reviewed.

There are LED Forums in place that are established by the Ndwedwe Municipality, Enterprise iLembe and iLembe District Wide LED Forum which takes place quarterly. These forums are fully operational. The Municipality has established a functional Local LED Forum that is also active in the District LED Forum. The Ndwedwe Local LED Forum meets four times a year and consists of sectors departments, local businesses, ward committee, cooperatives, SMME's and Ngo's etc.

LED FUNDING AND IMPLEMENTATION

Specification of Council Approved Budget for LED Implementation in 2024/2025 FY

TABLE 75: LED INITIATIVES FOR 2023/2024 TO 2024/2025

IDP REF NO.	KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET	Year 2022/2023	Year 2023/2024	RESPONSIBLE PERSON
EDP01	Ndwedwe Music Festival	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2024	**R1 600 000. 00**	**R1 700 000.00**	Director: EDP
EDP02	Maskandi Festival	1 Annual Maskandi Festival event to be held by end of 31 December 2024	**R 180 000.00**	**R 290 000.00**	Director: EDP
EDP03	Cluster Commercial Gardens	20 Commercial Gardens supported by end of 30 June 2025	**R -**	**R 600 000.00**	Director: EDP
EDP04	Farmers market day	2 Farmers market day events to be held by end of 30 June 2025	**R 180 000.00**	**R 200 000.00**	Director: EDP
EDP05	Co-operative Development	60 Cooperatives supported by end of 30 June 2025	**R 185 000.00**	**R 420 000.00**	Director: EDP
EDP06	SMMEs supported	60 Quarterly SMMEs supported by end of 30 June 2025	**R 725 000.00**	**R 770 000.00**	Director: EDP
EDP07	Ndwedwe Town Development	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2025	**R1 200 000. 00**	**R 450 000.00**	Director: EDP
EDP08	Housing Forum meetings	4 Quarterly Housing Forum meetings to be held by end of 30 June 2025	**R -**	**R 50 000.00**	Director: EDP
EDP09	LED Forum meetings	2 Quarterly LED Forums meetings to be held by end of 30 June 2025	**R 170 000.00**	**R 100 000.00**	Director: EDP

EDP10	Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation)	100% Bhamshela regeneration Development (Identification of new encroached development, re-submission and consolidation to be completed by end of 30 June 2025	**R -**	**R 450 000.00**	Director: EDP
EDP11	Agricultural Plan	1 Final Agricultural Plan developed and approved by Councill by end of 30 June 2025	**R -**	**R 450 000.00**	Director: EDP
EDP13	Tourism Booklet	1 Tourism Booklet developed by end of 30 June 2025	**R -**	**R 100 000.00**	Director: EDP
EDP14	Tourism Development Business Plan	1 Tourism Development Business Plan developed by end of 30 June 2025	**R -**	**R 120 000.00**	Director: EDP
EDP15	Tourism Indaba	1 Tourism Indabas held by end of 30 June 2025	**R -**	**R 210 000.00**	Director: EDP

JOB CREATION THROUGH EXTENDED PUBLIC WORKS PROGRAMME (EPWP), INCLUDING CWP, OVER A 3-YEAR

The municipality has 1078 CWP participants under the implementing agent as appointed by COGTA. The CWP reports quarterly which are submitted to the municipality LED office by the implementing agent on status of the programmes. The IDP reflects consistent reporting with regards to work opportunities created across all the sectors on EPWP. A total number of 85 people who benefitted from the job creation initiative.

TABLE 76: LIST OF ECONOMIC SECTORS FOR JOB CREATION PROJECTS

Province: KZN	All sectors		
Project Name	Sector Name	Programme	Jobs Created
IG/Waste Control	Environment and Culture Sector	Waste Management	85
Nhlabamkhosi access road	Infrastructure Sector	MIG	4
Nondwengu/Ntabaskop Community Development Centre	Infrastructure Sector	MIG	12
Interns	Social Sector	Expansion (NEW) Programme	15
Sonkombo Sport field	Infrastructure Sector	MIG	12
Esidumbini Electrification	Infrastructure Sector	MIG	12
Security Project	Social Sector	MIG	12

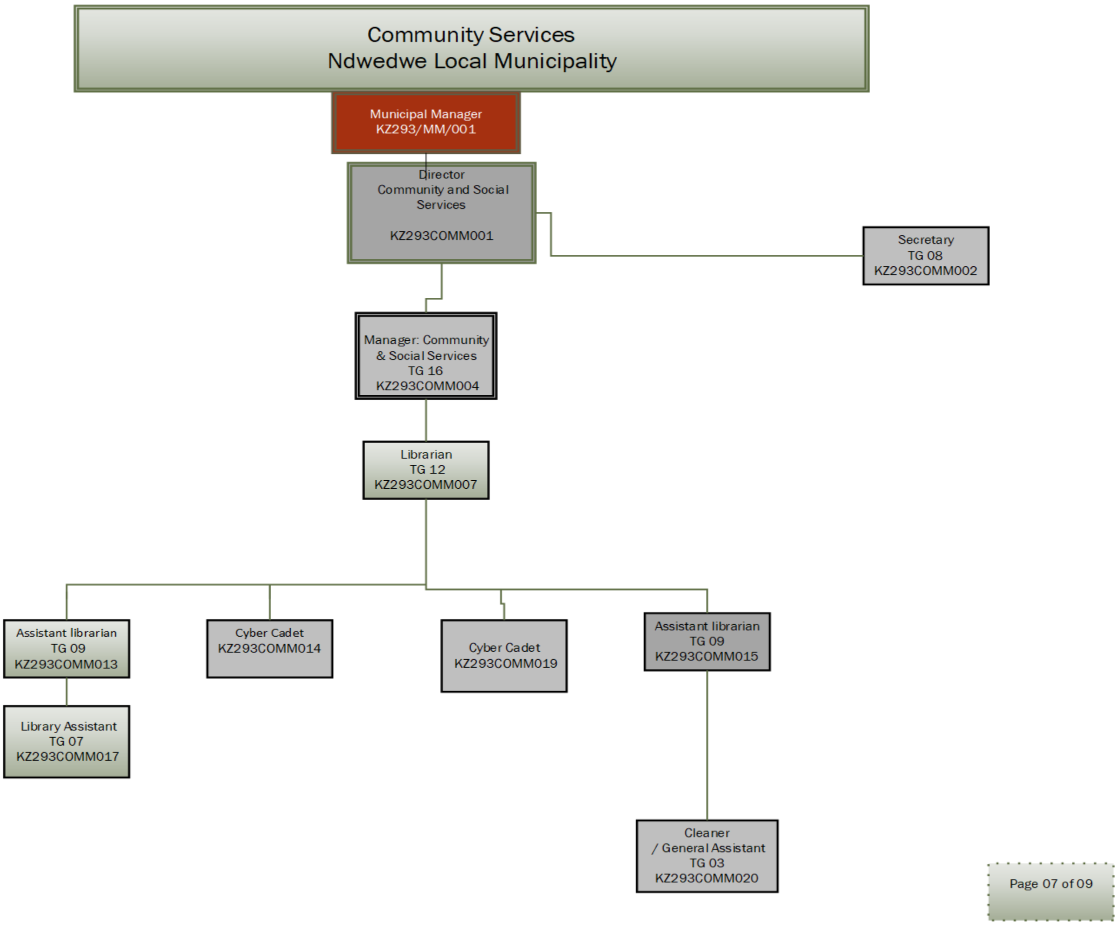
COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes libraries, community halls; cemeteries; childcare; aged care; social programmes.

LIBRARY SERVICES

The main focus of Ndwedwe Municipal Library Services is to advocate literacy programs through schools' visits and outreach programs. These programs mainly focus in local learners, academics, illiteracy people and early childhood developments programs in all wards. By making sure that everyone in the community is encouraged to read and achieve academic success. They offer books and computers as access points to platforms for knowledge and resources. There are two (2) operating public libraries in Ndwedwe Municipality namely: Ndwedwe Library in ward 15 and Bhamshella in ward 02 in under the Department of Community Services. All of these libraries are well-equipped with features like free WiFi, a wide selection of books and computers, etc.

TABLE 77: ORGANOGRAM FOR THE LIBRARY SERVICES



CEMETERIES/CREMATORIA

The municipality has reviewed the Cemeteries/Crematoria Feasibility on 31 March 2022. A Cemetery Feasibility Study has also been conducted in an endeavour to secure suitable land for cemeteries and crematoria. Currently, the municipality is facing a challenge regarding the unavailability of land for the establishment of the municipal cemeteries, animal pound, as well as Bhamshela Thusong Centre expansion. There are ongoing discussions with the Department of Land Affairs and Amakhosi regarding the secure land for the municipality.

The municipality does not have sufficient authorised cemetery sites. The municipality intends to secure land to develop new cemetery sites. The municipality has conducted a Cemetery

Feasibility Study which has now been completed. However, it has not yet been workshopped to stakeholders. The policy will be approved by the Council upon the completion of engagement meetings/workshops.

CHILDCARE, AGED CARE AND OTHER SOCIAL PROGRAMMES

TABLE 78: SOCIAL COHESION FORUMS/MEETINGS

DATE	VENUE	PROGRAMME
18/07/2024	Indukwentsha high School and Qinisani Secondary school	Mandela programme (Dress a Child) PURPOSE Public Service Week was inaugurated in 2008 as an annual event for public officers to build pride and a sense of belonging to the Public Service core values and recognize the good work done by public officers and agencies. On this day Ndwedwe Local Municipality painted classrooms, repaired windows, and grass cutting
19/07/2024	Johnny Makhathini	Disability Empowerment Mainstreaming Project Launch PURPOSE Empowerment program focussing on disabilities department presented opportunities and the municipality unveiled the 22-seater bus which is wheelchair friendly
03/08/2023	Tamane Bush Camp	Gender Programme (Men's social behaviour and team building men's conference) PURPOSE The Men's program was conducted to instil belief and bring about social cohesion amongst men so they can believe that men can challenge the normalisation of violence to prevent violence against women and their children, they must challenge the beliefs and behaviours that excuse, justify or condone violence and inequality.
13/09/2024	Johnny Makhathini Hall ward 15	Reed Dance send-off ceremony PURPOSE The program is to demonstrate good wishes to Ndwedwe Local Municipality Maidens on the trip to Umkhosi womhlanga, and that is when the mayor get a chance to encourage the Maddens for continuing to keep themselves virgins and being proud of celebrating Zulu culture.
14/09/2024 15/09/2024	Nongoma (Enyokeni)	Umkhosi womhlanga 2024 PURPOSE The program is in the form of celebrating culture and encourages abstinence; it also plays a pivotal role in addressing social ills that exists in our communities especially amongst young women.

19/09/2023	Education Centre ward 15	Civil Society Induction PURPOSE A sector is defined as a "group of organizations that democratically represents a defined constituency and is appropriately representative around a common theme aligned to the over-arching subject of strategy for HIV, TB and STIs".
06/09/2024 23/09/2024 25/10/2024	Sonkombo Hall Noordsberg CDC	Isibaya samadoda PURPOSE The focus of the program was on the men's health where it was indicated the importance of men's to do regular check-ups on the health status on HIV, TB, Mental Health Screening, and Cancer. Father Matters workshop Focussing on the role of a father in the household
24/09/2024	Okhambeni Sportground ward 11	Umkhosi wesintu PURPOSE The aim focus of the program is to celebrate the Zulu culture and gathering of different villages and kingdoms. In this program they perform ingoma dance and sing Zulu cultural songs.
12/10/2023 12/10/2023	Johnny Makhathini Hall ward 15 Pavillion Hotel	Disability Indaba (day 1) Disability Training PURPOSE The main aim of the Disability Indaba was to give an opportunity to all disabled people and those with an interest in the disability sector an opportunity to share their experiences on how the disabled can enjoy the freedom enshrined the constitution of South Africa.
16/10/2024	Sthandukwenza Care Centre ward 08	Senior Citizens Dialogue PURPOSE The aim of this program was to let the older people to voice out about the challenges that they are facing at home. It provides the platform to empower the elderly person to directly engage with stakeholders and social empowerment issues.
21/11/2024	Johnny Makhathini ward 15	16 Days Build-up Program PURPOSE The purpose of this program is to unit different churches to revive moral value that guides the acceptable standards of behaviour that contribute to the wellbeing of the families, communities, and the broader society.
28/11/2024	Hloniphani CDC ward 12	16 Days of Activism PURPOSE The purpose was to show how much the OSS structures care about ending violence against women and children through involving them in community outreach and dialogues on solution towards a gender equal society, and

		emphases that community must not engage themselves in abusive activities and become an abuser.
03/12/2024	Deda Hall ward 05	World AIDS Day – HIV Awareness Purpose Commemoration of the world aids in remembrance of the people who passed away because of this deceased and to raise awareness about the increasing number of people affected and in effected
05/12/2024	Hlalakahle CDC Ward 07	Disability Safety Awareness Purpose To raise awareness about disability and promote safety of disabilities within our municipality in all wards. Present opportunities for disabled people.
11/12/2023	Tamane Bush Camp Ward 02	Senior Citizens Christmas party Purpose Christmas party is a day where the Municipality gates an opportunity to show the affection to the older people of Ndwedwe as a whole in a special way. The older people fall under the category of vulnerable group according to the OSS model.
14/02/2024	Boxer Shopping Centre Ward 15	Valentine's day celebration Prayer Purpose The aim of the program was to celebrate valentine's day and show love to the women of Ndwedwe.
08/08/2024 26/02/2025	Tholimpilo Hall Thembalabantu Hall Ward 02	Women empowerment program in ward 18 Women's Capacity Building Workshop Purpose Capacitate women on skills related opportunities including recyclable things.
24-25/02/2025	Qwabe TC Ward 12	MBO Purpose A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted.
26-27/02/2025	Qwabe TC Ward 12	MBO Purpose A coordinating all departments needed by the war room to assist people in their wards to highlight department present SASSA and Home Affairs. More than 250 people were assisted SASSA and Standard Bank and Home Affairs had network problems only assisted 30 people

COMMUNITY HALLS

The Ndwedwe has Thusong Centres has been in the mainstream in meeting community service needs through Ilembe Water, Department of Labour, SASSA, Social Development, Home Affairs and COGTA through CDWs.

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes pollution control, biodiversity and landscape and costal protection.

INCLUDES POLLUTION CONTROL, BIODIVERSITY AND LANDSCAPE AND COSTAL PROTECTION

There are critical biodiversity areas occurring within the Ndwedwe Municipality requiring protection and management by authorities including Ndwedwe Municipality. In addition, the iLembe Biodiversity Sector Plan (BSP), as prepared by the Ezemvelo KZN Wildlife, is critical in the management of biodiversity, and as a precursor to a bioregional plan, which is required as per Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009).

It has been noticed recently that the weather patterns within the jurisdiction of Municipality are changing as well, as for the rest of the iLembe District. Such changes can be attributed to the impacts of climate change, which suggest the need for government institution, such as, Municipality to develop responsive strategies and plans.

Having said that, the iLembe District Municipality is currently in the process of finalizing its Climate Change Vulnerability Assessment and Response Plan, wherein Municipality is part of this process. The Climate Change Vulnerability Assessment and Response Plan highlights vulnerabilities in different sectors within the district, of which Municipality is part of. Such sectors include agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements, and water. Draft response plans for these vulnerability factors have been identified and from this exercise, Municipality will be in a position to draft its customized climate change adaptation plan. In addition, the iLembe Disaster Management Plan partly covered vulnerability assessment, wherein was covered.

Environmental matters such biodiversity management, conservation, environmental compliance, Climate Change, waste management and recycling and other related concepts are often poorly understood by key stakeholders and role players within a giving area. It is then critical to constantly capacitate stakeholders on issues of the management of natural resources and objectives of sustainable development, especially the Municipal staff, councillors and the community at large as way of building resilient communities.

This approach can ensure that staff works in a more environmentally sensitive manner, and this can improve their compliance on environmental policies, thus helping to ensure the future protection of the Municipal natural resources.

A number of educational and awareness programmes are being implemented within the Municipality, by the Municipality, iLembe District Municipality and other environmental departments and organisations such as the EDTEA, DEA, Department of Health, WESSA and Environmental Health. Municipality need to strengthen and initiate educational and awareness initiatives, with special attention to celebration of environmental calendar days such as arbour week, Water Week, and information sessions for general environmental education for the public, waste management clean-up campaigns and others.

DISASTER MANAGEMENT

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within 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 part of and an integrated part of their Integrated Development Plan's (IDP's). Ndwedwe Local Municipality has complied with these legislative requirements through the development and implementation of its NLM Disaster Management Plan which was adopted by Council annually.

The Disaster Management Unit presently falls within Community Services Department reporting to the Director: Community and Social Services. Personnel within the unit includes Manager: Disaster Management, two Disaster Management Officers and two Fire Fighters and one Disaster Management Intern. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities.

Ndwedwe Local Municipality aims to be proactive through placing emphasis on prevention and mitigation of disasters rather than responding to disasters. The risk assessments findings outlined where the most prone disasters within our jurisdiction were identified, listed and prioritised disaster risks per ward with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes.

TABLE 79: PRIORITY RISK

HAZARDS	LOCATION
Fire (Structural and Veld Fires)	In all Wards
Severe weather:	
➢ Lightning	In all Wards (mostly in wards 5, 9, 15, 16 & 18)
➢ Structural Fire	In all Wards (mostly in wards 11, 12, 13, 15, 17 & 19)
➢ 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

TABLE 80: RISK ASSESSMENT

Ndwedwe Local Municipality took into consideration the findings of the disaster risk assessment process and thereafter proposes to undertake the following DRR strategies;

- Community awareness campaigns,
- Capacity building programmes,
- 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.
- Fire break activities.

DISASTER RISK ASSESSMENT AND PROFILING

Ndwedwe Local Municipality's Disaster Management Unit conducted Risk Assessments where the most prone hazards within our jurisdiction were identified, listed and prioritized. Thereafter adequate Disaster Risk Reduction (DRR) programs and projects would be designed for implementation.

The findings of the risk assessment resulted in a disaster risk profile that was tabled and mapped as shown below.

Hydro-meteorological hazards	Severe storms, strong winds, hailstorms, lightning, heavy rains, floods (drowning), drought and extreme temperatures (heatwaves)
Fire hazard	Structural and veld fires
Disease/health: Human	HIV/AIDS, TB, COVID 19, Cholera 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

EDUCATION AND TRAINING PROGRAMME

Sections 15 and 20 (2) of the acts specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training throughout the republic, and the promotion of research into all aspects of disaster risk management. This enabler addresses the requirements for the development and the implementation of a national training and research needs and resources analysis and a national disaster risk management education and training framework.

In conjunction with other sector departments, the municipality will conduct workshops and educational training in schools and communities as a measure of capacity building programmes. As a capacity enhancement measure Ndwedwe Local Municipality would conduct fire safety and disaster management awareness campaigns in schools, communities, and other government structures such as Traditional Courts Community Development Workers (CDW's) and Community Care Givers (CCG's). The main purpose of conducting these capacity building programs is to equip communities to be alert and precautionary as well as to cultivate a culture of risk avoidance and disaster risk reduction.

The NLM Planned capacity building programs are seen the tables below.

Table 81: Disaster Awareness and Capacity Building Programs for 2024/2025 FY

DISASTER MANAGEMENT ACTIVITIES 2024/2025		
Date	**Activity**	**Venue**
04/07/2024	Capacity Building (Humanitarian Response and Contingency Planning)	Ndwedwe Technical Services Boardroom
10/07/2024	Capacity Building	Ezimakethe Hall (ward 08)
10/07/2024	PSC Meeting	Ndwedwe Education Centre
11/07/2024	Disaster Awareness Campaign	Banomusa Old Age Home (ward 06)
17/07/2024	Fire Safety Campaign	Magongolo Primary School (ward 10)
17/07/2024	Capacity Building	Wosiyane Hall (ward 16)
19/07/2024	Community Awareness Campaign	Nambithani Hall (ward 05)
23/07/2024	Community Awareness Campaign	Chibini Hall (ward 04)
24/07/2024	Fire Safety Campaign	St Joseph (Chibini Church ward 15)
30/07/2024	Community Awareness Campaign (Fire Safety)	Marygrey Area (ward 07)
01/08/2024	TRU Handover Meeting	Ndwedwe Council Chamber
05/08/2024	PDMC Fire JOC Meeting	Virtual
15/08/2024	Disaster Awareness Campaign	Nhlangakazi Primary School
19/08/2024	Ndwedwe PSC Meeting	Ndwedwe Council Chambers
22/08/2024	Provincial Summer Contingency Planning Meeting	Virtual
23/08/2024	Ndwedwe Local DMAF Meeting	Ndwedwe Council Chambers
27/09/2024	Ndwedwe Maskandi Festival	Jonny Makhathini Civic Centre
07/09/2024	Disaster Management Awareness Campaign	Maduna Primary School, Ward 16
09/10/2024	Disaster Management Awareness Campaign and Redcross Handover	Thembalabantu CDC ward 02
10/10/2024	Disaster Management Awareness Campaign and Redcross Handover	Ndwedwe, Johnny Makhathini Hall
11/10/2024	World Heritage Sites Celebration	Hloniphani Sportsground

25/10/2024	Speakers Community Engagement Program	Msengeni Area, Ward 08
31/10/2024	Nazareth Pilgrimage Planning Meeting	Ndwedwe Council Chamber
01/11/2024	iLembe Practitioners Meeting	iLembe District DDMC
05/11/2024	Fire Safety Awareness	Mzokhulayo Primary School
07/11/2024	Capacity Building Program	Thafamasi Area
07/11/2024	Capacity Building Program	Kwazini Area
12/11/2024	PDMC CMORE Training	Ndwedwe Technical Boardroom
15/11/2024	SALGA KZN Climate Change Compact Meeting	Durban ICC
20/11/2024	SALGA Disaster Management Workshop	Durban Musgrave
28/11/2024	Ndwedwe DMAF Meeting	Ndwedwe Council Chambers
29/11/2024	Food Poisoning Inspection Program	Bhamshela CBD
02/01/2025 - 08/01/25	Ekuphakameni Holy Pilgrimage	Nhlangakazi Mountain
05/01/2025 - 20/01/25	Ebuhleni Holy Pilgrimage	Khanana Mountain
09/01/2025 – 15/01/25	Thembezinhle Holy Pilgrimage	Nhlangakazi Mountain
16/01/2025 – 19/01/25	Ginyezinye Holy Pilgrimage	Nhlangakazi Mountain
21/01/2025	Disaster and EDTEA Rehabilitation Meeting (Mgibandlala Bridge)	Ntaphuka Primary School
31/01/25	Disaster Awareness Campaign (Community Based)	Zakhele Community Hall (Ward 07)
04/02/2025	Fire Safety Awareness Campaign	Jsop Primary School (Ward 17)
04/02/2025	Capacity Building Programme	Nondabula CDC (Ward 09)
11/02/2025	Food Poisoning Response Coordination Meeting	Ndwedwe Main Boardroom
12/02/2025	Disaster Awareness Campaign	Petezi Primary School (Ward 03)
13/02/2025	Disaster Awareness Campaign	Sibhengwini Creche (Ward 09)
14/02/2025	Ndwedwe Disaster Management Advisory Forum Meeting	Ndwedwe Council Chambers
18/02/2025	Fire Safety Campaign	KwaDeda Primary School (Ward 05)

19/02/2025	Fire Safety Campaign	Zakhele Primary School (Ward 07)
21/02/2025	iLembe DMAF Meeting	Virtual
25/02/2025	Capacity Building Program	Jonny Makhathini Hall (Ward 15)
07/03/2025	Ozwathini Circuit Disaster Management Workshop for School Principals	V Moonsamy Hall
10/03/2025	Nsuze Circuit Disaster Management Workshop for School Principals	Dalibo Hall
11/03/2025	Mdloti Circuit Disaster Management Workshop for School Principals	Mepho Primary School Hall
11/03/2025	Provincial Steering Committee Meeting	Virtual
12/03/2025	Provincial Practitioners Meeting	Virtual
13/03/2025	Old Mutual Humanitarian Handover Program	Jonny Makhathini Hall
14/03/2025	Old Mutual Humanitarian Handover Program	Thembalabantu Hall

COMPONENT F: HEALTH SERVICES

This section is not applicable in Ndwedwe Municipality.

COMPONENT G: SECURITY AND SAFETY

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within 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 part of and an integrated part of their Integrated Development Plan's (IDP's).

COMPONENT H: SPORT AND RECREATION

The Ndwedwe Municipality is very passionate and supports the sports and recreation by developing facilities sport fields, running programs for all ages youth sports, fitness classes, events, promoting healthy lifestyles, fostering social cohesion, and managing infrastructure, often working with community councils and funding grants to provide accessible, multi-functional spaces for community to play and be active, enhancing community well-being and talent development. The following sports and recreation programs were held as follows:

TABLE 82: GAMES HELD

KPA	Number of Sports and Recreation games	Achieved
Disability Games (Local, District, Provincial and National)	2 Disability Games hosted by end of 31 December 2024	2
SALGA Games (Local/District and Provincial)	2 SALGA Games hosted by end of 31 December 2024	4
Sports Development/Recreation programs	12 Sports development programs hosted by end of 30 June 2025	12

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes corporate policy offices, financial services, human resource services, ICT services, property services.

Corporate services department is the support department of the municipality which provides support to other line departments. One of this department's responsibilities is to provide physical facilities (offices), ensure that offices are cleaned, and assist with the supply of work material to employees and councillors. It also deals with the legal defence of the municipality and initiation of litigations where required.

EXECUTIVE AND COUNCIL

The Executive Committee meet monthly to consider reports from the various portfolio committees. The municipality has 37 Councillors during 2024/2025.

FINANCIAL SERVICES

The Financial Services Department is responsible for the Budget and Treasury Office, Revenue Management, Expenditure Management and Supply Chain Management. The Department is also responsible for the maintenance of Valuation Roll.

The aim of this Department is to keep the financial position of the Municipality stable and to ensure that it will continue being able to not only meet its financial commitments but to ensure that economically viable services are rendered to the community on an effective and efficient basis. To maintain the present high standard of financial services the Municipality must adhere to many acts and other legal prescripts, policies, regulations, etc.

The activities of this section are detailed under Financial Performance (Chapter 5).

TABLE 83: FINANCIAL PERFORMANCE

Ndwedwe Local Municipality

(Registration number KZN 293)
Annual Financial Statements for the year ended 30 June 2025

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis

	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Statement of Financial Performance						
Revenue						
Revenue from exchange transactions						
Other income	1 935 000	1 101 509	**3 036 509**	1 900 427	**(1 136 082)**	-37.41% (1)
Service charges	715 000	(63 000)	**652 000**	651 340	**(660)**	-0.10%
Construction contracts revenue	11 477 000	1 458 121	**12 935 121**	11 134 871	**(1 800 250)**	-13.92% (2)
Rental of facilities and equipment	765 000	(135 000)	**630 000**	634 361	**4 361**	0.69%
Agency services	200 000	10 000	**210 000**	179 354	**(30 646)**	-15% (3)
Licences and permits	20 000	25 000	**45 000**	54 069	**9 069**	20% (4)
Interest received - investment	12 000 000	-	**12 000 000**	9 207 937	**(2 792 063)**	-23.50% (5)
Total revenue from exchange transactions	**27 112 000**	**2 396 630**	**29 508 630**	**23 762 359**	**(5 746 271)**	
Revenue from non-exchange transactions						
Taxation revenue						
Property rates	21 990 000	377 000	**22 367 000**	22 011 180	**(355 820)**	-1.50%
Interest - Taxation revenue	1 200 000	98 370	**1 298 370**	1 302 103	**3 733**	0.29%
Transfer revenue						
Government grants & subsidies	245 800 000	26 784 000	**272 584 000**	267 809 390	**(4 774 610)**	-1.75%
Public contributions and donations	-	-	-	14 497	**14 497**	100% (6)
Fines, Penalties and Forfeits	-	-	-	2 450 427	**2 450 427**	100% (7)
Remeasurement of employee benefits	-	-	-	33 492	**33 492**	100% (8)
Total revenue from non-exchange transactions	**268 990 000**	**27 259 370**	**296 249 370**	**293 621 089**	**(2 628 281)**	
Total revenue	**296 102 000**	**29 656 000**	**325 758 000**	**317 383 448**	**(8 374 552)**	
Expenditure						
Employee related cost	(88 862 000)	1 316 000	**(87 546 000)**	(86 987 985)	**558 015**	0.64%
Remuneration of councillors	(15 934 000)	(827 000)	**(16 761 000)**	(16 275 735)	**485 265**	2.90%
Impairment loss on cash and non-cash generating assets	-	-	-	(13 579 559)	**(13 579 559)**	-100% (9)
Depreciation and amortisation	(29 300 000)	-	**(29 300 000)**	(33 360 158)	**(4 060 158)**	-13.86% (10)
Loss on disposal of assets and liabilities	-	-	-	(16 269 049)	**(16 269 049)**	-100% (11)
Lease rentals on operating lease	(1 400 000)	(121 000)	**(1 521 000)**	(1 543 502)	**(22 502)**	-1.48%
Debt Impairment	(900 000)	(1 695 000)	**(2 595 000)**	(425 029)	**2 169 971**	84% (12)
Bad debts written off	-	-	-	(10 182 173)	**(10 182 173)**	-100% (13)
Finance costs	-	-	-	(451 000)	**(451 000)**	-100% (14)
Contracted Services	(62 943 000)	(1 157 879)	**(64 100 879)**	(61 174 270)	**2 926 609**	4.57%
Transfers and Subsidies	(3 800 000)	(960 000)	**(4 760 000)**	(4 455 455)	**304 545**	6.40%
General expenses	(46 945 000)	2 032 000	**(44 913 000)**	(41 401 545)	**3 511 455**	7.81%
Construction contracts expenditure	(11 477 000)	(1 458 121)	**(12 935 121)**	(11 134 871)	**1 800 250**	13.92% (15)
Total expenditure	**(261 561 000)**	**(2 871 000)**	**(264 432 000)**	**(297 240 331)**	**(32 808 331)**	

9

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT SERVICES

Municipal Transformation and Organizational Development within the sphere of Local Government is a direct obligation that primarily sits within the Corporate Services Department under the Human Resource Unit. Corporate Services is a Business Unit which champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is made up of three departments namely: ICT, HR and Administration/Council/Property Management. Each department is headed by a manager. department of Cooperative Governance has a mandate to build and strengthen the capability and accountability of municipalities. The focus is based on the context of the inter-governmental system that mandate the local government to perform its basic tasks of service delivery. It further includes ensuring that municipal council have regular meetings and there is a defined structure to ensure that transparency and accountability become part of everyday operations at municipal level.

HUMAN RESOURCE PLAN AND STRATEGY

Within the Local Municipality, the issues of Municipal Transformation and Organizational Development is dealt with by the Human Resource Strategy and Plan the document has been approved by Council on 22 May 2024.

AIMS AND OBJECTIVES OF THE HR STRATEGY AND PLAN

- Effective Communication/ consultation between the Departments and Human resources.
- HR Data interpretation, analysis and implementation of corrective action.
- Benchmarking with other municipalities based on results of 3 above.
- Review and update all HR Policies.
- Fill Critical posts.
- Review and adopt organogram.
- Design a recognition scheme for high performers.
- Conduct skills Audit.
- Develop and implement Workplace Skills Plan

This unit deals with training and development of municipal employees, Councillors, and the community, to achieve this function, the established Training Committee must look at the needs of employees, Councilors, and the community at large and facilitate relevant training and development in terms of skills audit.

OCCUPATIONAL HEALTH AND SAFETY: This section deals with health and safety of Municipal employees, Councillors, Stakeholders, and the Community.

- Reduced risk of accidents or injuries by identifying and mitigating hazards
- Improved efficiency and productivity due to fewer employees missing work from illness or injury.
- Improved employee relations and morale (a safer work environment is a less stressful work environment)
- Reduced injury and illness in the workplace
- Reduces the cost of injury and workers' compensation.
- Hygiene and Cleaning; and
- Wearing of protective clothing

The Municipality has an Employment Equity Plan and a Workplace Skills Plan which were implemented during 2024/2025 that focused on the organisational development and change management. An annual skills audit is conducted to identify the skills gap and ensure training to bridge the skills gaps Municipal officials have gained skills capacity through this process.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Information and Communication Technology Services fall under Corporate Services Department. This unit has only three (3) personnel responsible for ICT in the municipalities. The municipality reviewed a list of ICT Policies to improve performance as follows:

TABLE 84: ICT APPROVED POLICIES OF MUNICIPALITY

NAME OF POLICY	REVIEW AND APPROVAL DATE
Corporate Governance Information and Communication Technology Framework	08 March 2024
ICT Steering Committee Charter	
ICT Security Controls Policy	
ICT User Access Management Policy	
ICT Service Level Agreement Management Policy	
ICT Disaster Recovery Policy	
ICT Data Backup and Recovery Policy	
ICT Standard Operating Procedures	
Hardware and software Standardization Policy	

The purpose of the ICT Framework is to institutionalise the Governance of ICT as an integral part of corporate governance within municipalities in a uniform and coordinated manner. The framework provides a set of principles and practices which will assist to institutionalise the Governance of ICT. The municipality ICT Framework was workshopped and approved by Council 8 March 2024.

This accountability assigned to the leadership of a municipality through this ICT Corporate Governance Policy Framework enables the municipality to align the delivery of ICT strategies and services with the municipality's Integrated Development Plans and strategic goals. This is achieved through the development and adoption of and ICT strategy which is informed by the enterprise architecture plan which clearly outlined the roles, responsibilities and business processes contained in the IDP. Corporate governance ICT is a vehicle through which value is created within a municipal context. Value creation means realising benefits while optimising resources and risks. This value creation takes place within a governance system that is established by the municipal policy framework.

The Ndwedwe Municipality has established an ICT Steering Committee that comprise of the following persons:

- Municipal Manager (Chairperson).
- Directors (1x nominated as deputy chairperson).

- Technical Services
- Finance
- Economic Development & Planning
- Corporate Services, two councillors as nominated by the mayor; Manager: Administration; Manager: Internal Audit; Manager: Community and Social Services; and Manager: ICT.

Property, Legal, Risk Management and Procurement Services

Legal matters are in most cases referred and dealt with by Legal Advisor selected from the municipality data base. The team of legal advisors is rotated depending on the nature of the case. The Manager Legal has been appointed to mitigate all legal matters.

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises. This section is not applicable in Ndwedwe Municipality.

COMPONENT K: ORGANISATIONAL PERFOMANCE SCORECARD

This component includes Annual Performance Scorecard Report for the current year. The Ndwedwe Municipality has considered the Organisational Performance Framework towards managing its performance.

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe PMS Framework was reviewed and adopted by Council on the 29 May 2025. Organisational Performance forms an integral part of the implementation of the Integrated Development Plan (IDP) operational plans that are monitored, and progress is reported annually against the targets set out as well as challenges experienced during the 2024/2025 financial year.

According to the Municipal Systems Act (MSA) of 2000, Section 38(a) mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001, describes the municipality's Performance Management System (PMS) as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed as well as to determine the roles of different stakeholders.

The performance management system is a tool that measures the implementation of an organisation's strategy. It also provides a mechanism to measure whether targets meet the strategic objectives that are set by municipalities and employees. In Ndwedwe municipality the PMS implementation and management process is carried out at phases namely:
Phase 1: Planning
Phase 2: Monitoring and managing performance information
Phase 3: Performance measurement and analysis
Phase 4: Performance review and improvement
Phase 5: Performance report.

PERFORMANCE AND SUPPORTING INFORMATION

According to the Municipal systems act PMS implementation ensures responsibility on individual departments and its employees to collect relevant data and information to support the monitoring process. In this respect, a portfolio of evidence (POE's) of performance is gathered and presented to substantiate claims of meeting (or not meeting) performance standards. All portfolios are verified against the reported actual, as it confirms the status of targets met and/or not met.
. It constitutes Council policy with regards to:

- The requirements that a PMS for the Municipality will need to fulfil,
- The principles that will inform its development and application,
- A model that describes what areas of performance will be managed, in the Municipality.
- What processes will be followed in managing performance?
- What institutional arrangements are necessary for this?
- Who will take responsibility for parts of the system?
- How this links to S54 and S56 Performance agreements
- How S54 Managers will have their performance managed

The Municipality continued to strengthen its internal controls in the matters of evidence for all the work that was conducted. The oversight role done by the Management Committee (Manco) was improving as all reports submitted to Portfolio Committees prior to EXCO submission, then approval by Council. The Management of Ndwedwe Municipality met for discussions and early alerts to challenges experienced by departments, in order to be proactive before the due date of quarterly and annual reports submissions. The Municipal Planning and Performance Management Regulations (2001) stipulate that “a municipality's performance management-system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role-players”.

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2023/2024 and 2024/2025 financial years. The annual performance report includes key performance areas (KPA) which forms part of the IDP 2024/2025 These KPAs have been included in the municipal scorecard for 2023/2024 financial year. It also presents the year end performance results for 2024/2025. The report is based on the narrative form as per the National key performance areas as follows:

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

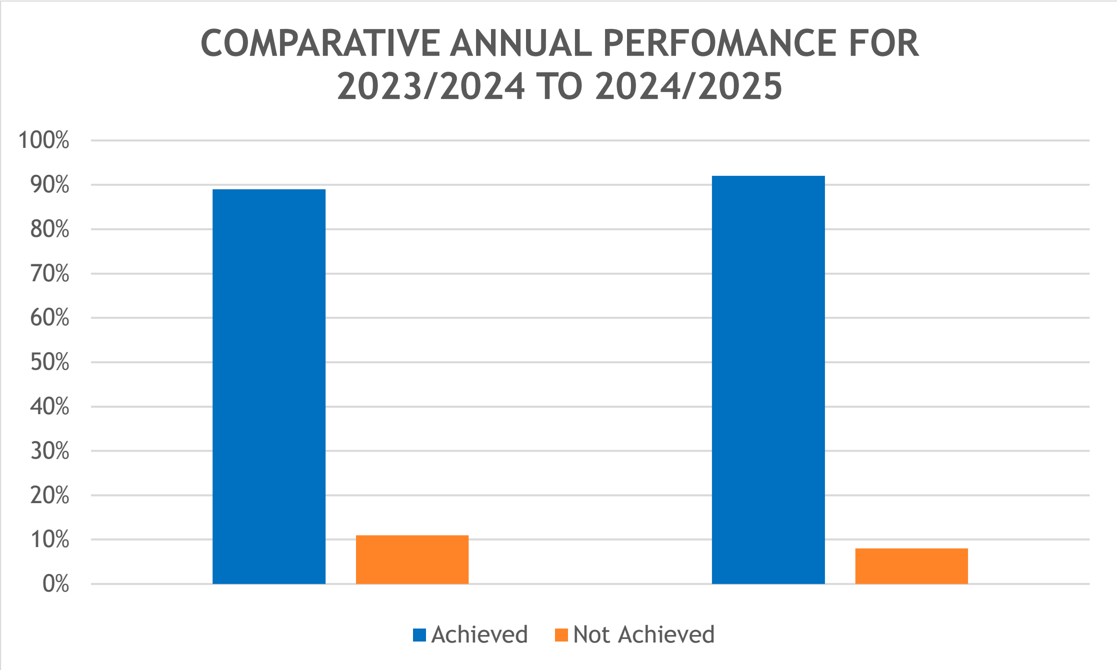
COMPARATIVE ANNUAL PERFORMANCE FOR 2023/2024 AND 2024/2025 FINANCIAL YEAR

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

The table below indicates the Ndwedwe municipality’s organisational annual performance reporting compared over the last two financial years for the 2023/2024 and 2024/2025.
The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs, focuses on Section 46 of the Municipal systems Act requirements.

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

FINANCIAL YEARS	TOTAL KPI's	TARGET MET	TARGET NOT MET
2023/2024	147	131 89%	16 11%
2024/2025	131	121 92%	10 8%



ORGANISATIONAL PERFORMANCE

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (6) National KPAs focuses on Section 46 of the Municipal Systems Act requirements. The Ndwedwe Local Municipality Annual performance was satisfactory, **92%** reported as achieved and 8% reported as non-achieved. The figure below depicts the performance of Ndwedwe in relation to various business units. A more detailed look into each department is outlined under departmental results.

FIGURE 9:OVERALL PERFORMANCE

TABLE 85: ANNUAL PERFORMANCE FOR 2024/2025 FY

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

TABLE 86: APR OFFICE OF THE MUNICPAL MANAGER

NDWEDWE LOCAL MUNICIPALITY - OFFICE OF THE MUNICIPAL MANAGER											
ANNUAL PERFORMANCE REPORT(APR) 2024/2025 FINANCIAL YEAR											
					APR 2023/2024 FY		APR 2024/2025 FY				
ID P REF NO.	NATIONAL KPA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR (KPI)	2023/2024 (REVISED TARGET)	2023/2024 (ACTUAL)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved	Reasons for Under-achievement and over achievement	Measures taken to improve performance

MM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Ensure the functionality of Audit and Performance 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	4 Quarterly reports submitted to Audit Committee by end of 30 June 2025	9	Overachieved	KPI target has exceed due to Special meetings held.	
MM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Ensure the functionality of the Internal Audit	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	4 Quarterly reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2025	4	Achieved	N/A	N/A
MM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Ensure the functionality of the Internal Audit	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	1 Internal Audit Charter reviewed and submitted to Audit Committee for approval by end of 30 June 2025	1	Achieved	N/A	N/A
MM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations	Ensure the functionality of the Internal Audit	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	1 Annual Internal Audit Plan developed and submitted to Audit Committee for approval by end of 30 September 2024	1	Achieved	N/A	N/A

		and policies									
MM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure quality, reliable financial statements and performance management information	Preparation of Annual Report	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	1 Annual Report to be approved by Council by end of 31 March 2025	1	Achieved	N/A	N/A
MM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of a Oversight Report	Number of Oversight Reports to be adopted by Council by deadline.	1 Oversight Report to be approved by Council by end of 31 March 2024	1	1 Oversight Report to be adopted by Council by end of 31 March 2025	1	Achieved	N/A	N/A
MM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of the Organisational PMS	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	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2025	3	Achieved	N/A	N/A

MM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of the Organisational PMS	Number of Reviewed Performance Management Framework approved by Council by deadline	1 Performance Management Framework reviewed and approved by Council by end 30 June 2024	1	1 Reviewed Performance Management Framework approved by Council by end 30 June 2025	1	Achieved	N/A	N/A
MM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of the Organisational PMS	Number of Annual Municipal Performance Report (AMPR) submitted to Auditor General (AG) by legislated deadline	1 AMPR submitted to AG by end of 31 August 2023	1	1 AMPR submitted to AG by legislated deadline by end of 31 August 2024	1	Achieved	N/A	N/A
MM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of a Credible Integrated Development Plan	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	2 Final 2024/2025 IDP review (and Annexures) submitted to Council for adoption by 30 June 2025	2	Achieved	N/A	N/A

MM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Effective public awareness on municipal business	Implementation of a Credible Integrated Development Plan	Number of bi-annual Speaker's Izimbizo to be hosted by deadline.	2 Bi-Annual Speaker's Izimbizo's to be hosted by end of 30 June 2024	2	2 Speaker's Izimbizo's to be hosted by end of 30 June 2025	1	Not achieved	The KPI target far exceeded the allocated budget, therefore the municipality conduct 1 Imbizo was held in in quarter 2 and in quarter 4 the Imbizo was not conducted due to budget constraints.	Management will ensure that the KPI target will be achieved in quarter 2 in the new financial year.
MM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Effective public awareness on municipal business through information dissemination	Implementation of a Credible Integrated Development Plan	Number of Mayoral IDP and Budget Izimbizos to be hosted by end of deadline.	21 Mayoral IDP and Budget Izimbizos to be hosted by end of 30 June 2024	21	10 Mayoral IDP and Budget Izimbizos to be hosted by end of 30 June 2025	11	Overachieved.	Overachieved. The KPI targets was overachieved due to the report back on issues raised by the community.	N/A
MM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Effective public awareness on municipal business through information dissemination	Ensure the functionality of Ward Committees	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	1 Annual Ward Committee training conducted by end of 31 December 2024	1	Achieved	N/A	N/A
MM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant	Ensure the functionality of Ward Committees	Number of quarterly Ward Committee meetings to be held by deadline.	4 Quarterly Ward Committee meetings held by end of 30 June 2024	24	4 Quarterly Ward Committee meetings held by end of 30 June 2025	15	Overachieved.	The KPI targets was overachieved due to the report back on issues raised by the committee	N/A

		legislations and policies								members.	
MM15	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of 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	1 Final Public Participation Strategy reviewed and approved by Council end of 30 June 2025	1- Submitted to Council on 29 May 2025	Achieved	N/A	N/A
MM16	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Public Participation Strategy	Number of Communication Strategy developed and approved by Council by deadline.	~~1 Communication Strategy developed and approved by Council by end of 30 June 2024~~	~~N/A~~	1 Final Communication Strategy developed and approved by Council end of 30 June 2025	0	Not achieved	The Final Communication Strategy has been completed and awaiting Council approval	Management will be submitting the Final Strategy to Council on 30 August 2025 for approval
MM17	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Ensure functionality of communication	Number of Media slots conducted by end of deadline.	18 Media slots conducted by end of 30 June 2024	20	19 Media slots conducted by end of 30 June 2025	20	Overachieved	The KPI targets was overachieved due to the high demand of community engagements on issues of service delivery by His Worship the Mayor.	N/A

MM18	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Ensure functionality of communication/ Marketing	Number of electronic Newsletter prepared by deadline.	2 Bi-Annual Newsletters prepared by end of 30 June 2024	2	2 Newsletters prepared by end of 30 June 2025	2	Achieved	N/A	N/A
MM19	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly Risk registers updated by deadline.	16 Risk registers updated by end of 30June 2024	16	16 Quarterly Risk registers updated by end of 30June 2025	16	Achieved	N/A	N/A
MM20	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	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	4 Quarterly Risk Management Committee meetings held by end of 30 June 2025	4- Submitted to Risk Management and Compliance Committee	Achieved	N/A	N/A
MM21	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations	Implementation of Enterprise Risk Management and Compliance.	Number of Annual Risk assessment conducted by deadline.	1 Annual Risk assessment conducted by end of 30 June 2024	1	1 Annual Risk assessment conducted by end of 30 June 2025	1- Annual Risk assessment was conducted on 08 April 2025	Achieved	N/A	N/A

		and policies									
MM22	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	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	1 Risk Mngt Framework and Policy reviewed and approved by Council by end of 30 June 2025	1- Submitted to Council 29 May 2025	Achieved	N/A	N/A
MM23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	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	1 Anti-Fraud and Corruption Strategy & Policy reviewed and approved by Council by end of 30 June 2025	1- Submitted to Council 29 May 2025	Achieved	N/A	N/A
MM24	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	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	4 Quarterly Hotline reports submitted to RMC, AC, MPAC and EXCO by end of 30 June 2025	4	Achieved	N/A	N/A

Table 87: APR Infrastructure and Technical Services

NDWEDWE LOCAL MUNICIPALITY - INFRASTRUCTURE AND TECHNICAL SERVICES											
ANNUAL PERFORMANCE REPORT(APR) 2024/2025 FINANCIAL YEAR											
					APR 2023/2024 FY		APR 2024/2025 FY				
IDP REF NO.	**NATIONAL KPA**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICATOR (KPI)**	**2023/2024 (REVISED TARGET)**	**2023/2024 (ACTUAL)**	**2024/2025 (REVISED TARGET)**	**2024/2025 (ACTUAL)**	**Status (Achieved / Not Achieved**	**Reasons for Under-achievement and over achievement**	**Measures taken to improve performance**
TS01	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community Development Centre	Percentage of Construction of Khanyisa Sport field to be completed by deadline.	New Measure	New Measure	100% Construction of Khanyisa Sport field (Site establishment, Site clearance, Earthwork, Fencing, Landscaping (Grassing) for soccer pitch, Change Rooms/ablution facility Foundation)) to be completed by end of 30 June 2025	45% Construction Khanyisa Sport field(Site establishment, Setting out, Site clearance, Earthworks, foundation excavation, sub-structure brick work, Fencing, 50% water supply and 15% parking was completed. Target not met.	Not Achieved	The project had delay due to regular rainfall occurring in all areas of Ndwedwe Municipality	The weather has cleared and the project activities are being fast racked, this will be achieved in Quarter 1 on 30 September 2025
TS02	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community Development Centre	Percentage of Construction of Shangase Community Hall to be completed by deadline.	New Measure	New Measure	100% Construction of Shangase Community Hall (Site establishment, Earthworks, Foundation, Wall, Plastering, Plumbing works, Electrical works, Paving and Fencing) to be completed by end of 30	79% Construction of Shangase Community Hall (Electrical works 70%, Paving and concrete 10%, Fencing 100% and Plastering 100%) was completed. Target not met.	Not Achieved	Termination of contract	New contractor will be appointed in Quarter 1: on 30 September 2025

							June 2025				
TS03	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community facility	Percentage of Construction of Maqokomela Community Centre to be completed by deadline.	New Measure	New Measure	100% Construction of Maqokomela Community Development Centre (Site establishment, Earthworks, Foundation, Plastering, Plumbing works, Electrical works, Paving and Fencing) completed to be completed by end of 30 June 2025	100% Construction of Maqokomela Community Development Centre (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed on 19 June 2025	Achieved	N/A	N/A
TS04	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community facility	Percentage of Construction of Hlalakahle Community Development Centre (Paving and Fencing)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. Not achieved.	100% Construction of Hlalakahle Community Development Centre (Paving and Fencing) to be completed by end of 30 September 2024	100% Construction of Hlalakahle Community Development Centre (Paving and Fencing) was completed on 6 May 2025.	Achieved	N/A	N/A

TS05	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community facility	Percentage of Construction of Msengeni Community Development Centre(Fencing) 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. Achieved	100% Construction of Msengeni Community Development Centre (Fencing) to be completed by end of 30 September 2024	100% Construction of Msengeni Community Development Centre (Fencing) was completed on 19 August 2024.	Achieved	N/A	N/A
TS06	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community hall	Percentage of Construction of Community hall 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. Not Achieved.	100% Construction of Makhawula/Ntaphuka Hall (Paving/landscaping) to be completed by end of 30 September 2024	100% Construction of Makhawula/Ntaphuka Hall (Paving/landscaping) to be completed on 6 May 2025.	Achieved	N/A	N/A
TS07	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To facilitate the provision of reliable electricity	Provision of access to electricity	Percentage of Construction INEP Electrification(Stringing, Installation of electricity lines and Transformers) 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 was completed. Not Achieved.	100% Construction of INEP Electrification Ward 6,7,8,11 & 15 (Stringing, Installation of electricity lines and Transformers) to be completed by end of 30 June 2025	67% Construction INEP Electrification (Stringing, Installation of electricity lines and Transformers) was completed. Target not met.	Not Achieved	Reduction of INEP Allocation by National Treasury from R11 477 000.00 to R10 279 000.00	The municipality had budgeted for the reduced amount of R1 198 000.00 in 2025-26 budget through Internal fundi

												ng so that all the scope of works is completed
TS08	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Provision of Community facility	Percentage of Construction of Disaster and Emergency Services establishment 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. Not achieved.	25% Site establishment and Earthworks completed for Fire Station Facility was completed. Not Achieved.	70% Construction of Disaster and Emergency Services facility (Foundation, Walls) completed to be completed by end of 31 December 2024	Phase 1: 100% Construction of foundation, Walls for Fire Station was completed.	Overachieved.	KPI target was overachieved due to Forward Planning (Engineering work, Tender documentation & Contractor appointment/SCM Processes) that was done in advance as a result construction work fast tracked on site.	N/A
TS09	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Promote safety and security, nation building and social cohesion	Percentage of Construction of Guard house (Foundation, Walls, Roofing & Plastering) of Mthombisa Community Development Centre Ward 03 to be completed by deadline.	New Measure	New Measure	100% Construction of Mthombisa Community Development Centre Guard house (Foundation, Walls, Roofing & Plastering) to be completed by end of 30 June 2025	100% Construction of Mthombisa Community Development Centre Guard house (Foundation, Walls, Roofing & Plastering) completed on 13 June 2025	Achieved	N/A	N/A

TS10	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Mangangeni CDC Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Construction of Mangangeni Community Development Centre (Paving/landscaping, Retaining wall, Sub-soil drainage, Electrical works, Stone pitching, Painting) completed to be completed by end of 30 June 2025	100% Construction of Mangangeni Community Development Centre (Paving/landscaping, Retaining wall, Sub-soil drainage, Electrical works, Stone pitching, Painting) completed on 26 June 2025	Achieved	N/A	N/A
TS11	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Ezimpondweni Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Ezimpondweni Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Ezimpondweni Community hall completed on 17 January 2025.	Achieved	N/A	N/A
TS12	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (Market stalls)	Percentage of Market Stalls Renovation to be completed by deadline.	New Measure	New Measure	100% Renovation of Market stalls to be completed by end of 30 June 2025	100% Renovation of Market Stalls completed on 30 June 2025	Achieved	N/A	N/A
TS13	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Umzamo Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Umzamo Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Umzamo Community Development Centre was completed on 17 March 2025	Achieved	N/A	N/A

TS14	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Gcwensa Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Gcwensa Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Gcwensa Community hall was completed on 07 March	Achieved	N/A	N/A
TS15	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Ntubeni Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Ntubeni Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Ntubeni Community hall was completed 06 March 2025	Achieved	N/A	N/A
TS16	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Qhubakahle Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Qhubakahle Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Qhubakahle hall was completed on 10 February 2025	Achieved	N/A	N/A
TS17	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Deda Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Deda Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Deda Community hall was completed on 10 February 2025	Achieved	N/A	N/A
TS18	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of Waterfall Hall Renovation to be completed by deadline.	New Measure	New Measure	100% Rehabilitation of Waterfall Community Hall to be completed by end of 31 March 2025	100% Rehabilitation of Waterfall community hall was completed on 12 February 2025	Achieved	N/A	N/A

TS19	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Maintenance of community infrastructure facilities (community halls)	Percentage of Rehabilitation of eGweni Hall Renovation to be completed by deadline.	Site Assessment, Measuring and Preparation of Tender Document complete d by end of 30 September 2023	Site Assessment, Measuring and Preparation of Tender Document was completed in September 2023.Achieved.	100% Rehabilitation of eGweni Hall Renovation to be completed by end of 31 March 2025	100% Rehabilitation of eGweni community hall was completed on 07 March 2025	Achieved	N/A	N/A
TS20	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Construction of new access roads, street lights, mini-substation	Percentage of Construction works of Ndwedwe Town Infrastructure 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. Not achieved.	100% Construction works of Ndwedwe Town Infrastructure (Roadbed base layer/Pavement Road layers, black top Asphalt layer, drainage system), Street lights & Mini-substation, Water/Sewer construction and Platform Preparation for Shopping Centre to be completed by end of 30 June 2025	96% Construction works of Ndwedwe Town infrastructure and Platform earthworks Installation of kerbing channels, bulk earthworks for the Shopping Centre Platform, Pavement road layers/Black top asphalt layer, Street lights/transformer installation and Water/Sewer line) was completed.	Not Achieved	The project had delay due to regular rainfall occurring in Ndwedwe Town and payment delay by Department of Trade, Industry and Competition (DTIC)	The weather has cleared and the project activities are being fast racked, DTIC engaged to speed up payment of work done
TS21	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Number of kilometres of regravelling works of Sambaba Access Road to be completed by deadline.	1,5km Regravelling of Sambaba Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	0,825km (55%) Regravelling of Sambaba Access Road (Site establishment/site clearance, Road base layer, drainage system) was	1,5km Regravelling of Sambaba Access Road (Road base layer, drainage systems) to be completed by end of 30 September 2024	1,5km Regravelling of Sambaba Access Road (Road base layers, drainage system) was completed on 30 August 2024.	Achieved	N/A	N/A

						completed. Not achieved.					
TS22	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Number of kilometres of regraveling works of Nhlangwini Access Road(Road bed/formation layer) to be completed by deadline.	5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	2,46km (44%) Regravelling of Nhlangwini Access Road (Site establishment/site clearance, Road base layer, drainage system) was completed. Not achieved.	5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 September 2024	3,9km Regravelling of Nhlangwini Access Road (Road base layers, drainage system) was completed on 20 December 2024.	Not achieved	3,9km was the allocated quantities or kilometres to be completed for the Access Road, the 5,6km was mistakenly captured.	3,9km was the allocated quantities or kilometres to be completed for the Access Road, the 5,6km was mistakenly captured.
TS23	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	Create job opportunities through infrastructure projects	Implementation of EPWP	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	85 EPWP work opportunities were created by end of 30 September 2024. Overachieved	80 EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by end of 30	85 EPWP work opportunities were created in July 2024.	Overachieved	KPI target was overachieved due to 5 more appointments of EPWP to assist with the Yellow Plant in terms of breakdowns as	N/A

					September 2023		September 2024			a result to Fastrack construction work onsite.	
TS24	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To improve access to basic services	Implementation of Capital projects	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% Achieved.	100% Capital expenditure spent completed by end of 30 June 2025	95%	Not Achieved	MIG allocation was not completed due to termination of contract in KwaShangase Hall Ward 18	The appointment of contractor to complete the scope of work in KwaShangase Hall will be appointed in Quarter 1: 2025-26 to report expenditure on the monies left for the project
TS25	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Progress Reports on Risk Management to be completed by end of 30 June 2024	4 Achieved	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16 Quarterly progress reports on Departmental Risk Profile reports were completed.	Achieved	N/A	N/A

TS26	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Percentage of Construction of Mthombisa Access Road (Roadbed/ formation layer)to be completed by deadline.	New Measure	New Measure	30% Construction Mthombisa Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	89% Construction of Mthombisa Access Road (Roadbed/formation layer) was completed.	Overachieved	KPI target was overachieved due to Forward Planning (Engineering work, Tender documentation & Contractor appointment/SCM Processes) that was done in advance as a result construction work fast tracked on site.	N/A
TS27	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Percentage of Construction of Ntabamhlophe Access Road (Roadbed/ formation layer) to be completed by deadline.	New Measure	New Measure	30% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	100% Construction of Ntabamhlophe Access Road (Roadbed/formation layer) was completed on 6 June 2025	Overachieved	KPI target was overachieved due to Forward Planning (Engineering work, Tender documentation & Contractor appointment/SCM Processes) that was done in advance as a result construction work fast tracked on site.	N/A

TS28	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Percentage of Construction of Nhlangakazi Access Road(Road bed/formation layer) to be completed by deadline.	New Measure	New Measure	30% Construction of Nhlangakazi Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	61% Construction of Nhlangakazi Access Road (Roadbed/formation layer) was completed.	Overachieved	KPI target was overachieved due to Forward Planning (Engineering work, Tender documentation & Contractor appointment/SCM Processes) that was done in advance as a result construction work fast racked on site.	N/A
TS29	**BASIC SERVICE DELIVERY AND INFRASTRUCTURE**	To provide construction of new community infrastructure facilities	Regraveling of access road	Percentage of Construction of Nogxaza Access Road(Road bed/formation layer) to be completed by deadline.	New Measure	New Measure	30% Construction of Nogxaza Access Road (Roadbed/formation layer) to be completed by end of 30 June 2025	65% Construction of Nogxaza Access Road (Roadbed/formation layer)was completed.	Overachieved	KPI target was overachieved due to Forward Planning (Engineering work, Tender documentation & Contractor appointment/SCM Processes) that was done in advance as a result construction work fast tracked on site.	N/A

TABLE 88:APR - CORPORATE SERVICES

NDWEDWE LOCAL MUNICIPALITY - CORPORATE SERVICES ANNUAL PERFORMANCE REPORT(APR) 2024/2025 FINANCIAL YEAR											
					APR 2023/2024 FY		APR 2024/2025 FY				
IDP REF NO.	NATIONAL KPA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR (KPI)	2023/2024 (REVISED TARGET)	2023/2024 (ACTUAL)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved	Reasons for Under-achievement and over achievement	Measures taken to improve performance
CS01	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To improve the capacity of staff to deliver services	To promote skills development in the workplace	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 WSP trainings. Achieved	10 WSP trainings for employees to be held in accordance with the WSP by deadline by 31 March 2025	15 WSP trainings for employees were held.	Over achieved.	KPI target is over achieved due to Salga and Cogta conducted trainings.	N/A
CS02	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To improve the capacity of staff to deliver services	To promote skills development in the workplace	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%. Not achieved	0.25% of budget spent on the municipality WSP by 31 December 2024	35%	Over achieved.	KPI target is over achieved due to Salga and Cogta conducted trainings.	N/A
CS03	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND	To improve the capacity of staff to deliver services	To promote skills development in the workplace	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.	1 - WSP & ATR completed and submitted to LGSETA by 30 April 2025	1 WSP & ATR completed and submitted to LGSETA by 30 April 2025	Achieved	N/A	N/A

	PUBLIC PARTICIPATION										
CS04	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure the municipality provides a safe working environment.	Compliance with the Occupational Health and Safety Act	Number of Occupational, Health and Safety (OHS) Committee meetings held by deadline.	2 Bi-Annual OHS Committee meetings to be held by 30 June 2024	2. Achieved	2 OHS Committee meetings to be held by 30 June 2025	2 OHS Committee meetings were held.	Achieved	N/A	N/A
CS05	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure the well being of employees	Implementation of EAP Program	Number of Employee wellness program held by deadline	2 Bi-Annual EAP programs to be held by 31 December 2023	2. Achieved	3 EAP programs to be held by 31 March 2025	3 EAP programs were held.	Achieved	N/A	N/A
CS06	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure effective and efficient functioning of ICT	Implementation of ICT	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.Achieved	12 Monthly reports on maintenance of ICT infrastructure submitted by 30 June 2025	12 Monthly reports on maintenance of ICT infrastructure were submitted.	Achieved	N/A	N/A

CS07	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure effective and efficient functioning of ICT	Implementation of ICT	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	8.Achieved	4 Quarterly ICT Steering Committee meetings were held.	4 Quarterly ICT Steering Committee meetings to be held by 30 June 2025	Achieved	N/A	N/A
CS08	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure effective and efficient functioning of ICT	Implementation of ICT	Number of Computer Software Programmes and Licencing renewed/ purchased by Council by deadline.	New Measure	New Measure	4 Computer Software Programmes and Licencing renewed/ purchased by end of 30 June 2025	5 Computer Software Programmes and Licencing renewed/purchased were completed	Over achieved	KPI target was over achieved due to Software licenses were renewed for a 12 month anniversary period, also 2 licenses were procured in Quarter 3.To align targets with license anniversary periods.	N/A

CS09	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure efficient, effective, economic and transparent utilisation of fleet management	Implementation of Fleet Management	Number of monthly Fleet management reports completed by deadline.	12 Monthly Fleet management reports generated by 30 June 2024	12. Achieved	12 Monthly Fleet management reports completed by 30 June 2025	12 Monthly Fleet management reports were completed.	Achieved	N/A	N/A
CS10	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Supply resources & Council Support Services for all Council meetings	Provision of administrative support to all council committees and oversight committees	Number of 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. Overachieved	9 Scheduled meetings of Council to be held by 30 June 2025	16 Council meetings were held	Over achieved. Due to the increased number of Special Council meetings held.	N/A	N/A
CS11	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Supply resources & Council Support Services for all Council meetings	Provision of administrative support to all council committees and oversight committees	Number of 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. Overachieved	10 Scheduled EXCO meetings to be held by 30 June 2025	11 EXCO meetings were held	Over achieved. Due to the increased number of Special EXCO meetings held.	N/A	N/A
CS12	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC**	Supply resources & Council Support Services for all Council	Provision of administrative support to all council committees and oversight committees	Number of Scheduled Portfolio Committees (Finance, EDP, LPA & HR,Community Services, Infrastructure & Technical) meetings to be held	17 Annual scheduled Portfolio Committees meetings (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2024	39 Portfolio meetings were held. Overachieved	40 Scheduled Portfolio Committees (Finance, EDP, LPA & HR,Community Services, Infrastructure & Technical) meetings to be held	51 Scheduled Portfolio Committees (Finance , EDP, LPA & HR,Community Services, Infrastr	Over achieved.	KPI target is over achieved due to the increased number of Special	N/A

	PARTICIPATION	meetings		by deadline.			by 30 June 2025	ucture & Technical) meetings were held			Portfolio meetings held.	
CS 13	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Supply resources & Council Support Services for all Council meetings	Ensure the functionality of Audit and Performance Committee	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. Overachieved	4 Quarterly scheduled Audit Committee meetings to be held by 30 June 2025	9 Audit Committee meetings were held.	Overachieved.	KPI target was overachieved due to submission of compliance reports and Special AC meetings.	N/A
CS 14	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Supply resources & Council Support Services for all Council meetings	Provision of administrative support to all council committees and oversight committees	Number of quarterly MPAC meetings held by deadline.	4 Quarterly scheduled MPAC meetings held by 30 June 2024	7 MPAC meetings were held. Overachieved	4 Quarterly scheduled MPAC meetings held by 30 June 2025	9 MPAC meetings were held.	Overachieved.	KPI target was overachieved due to submission of compliance reports Special MPAC meetings.	N/A
CS 15	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To encourage good administration that conforms with legal mandates.	Provision of administrative support to all council committees and oversight committees	Number of monthly Security Services Reports generated by deadline.	4 Quarterly Security Services Reports generated by 30 June 2024	4. Overachieved	12 Monthly Security Services Reports generated by 30 June 2025	12 Monthly Security Services Reports were generated.	Achieved	N/A	N/A

CS16	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To encourage good administration that conforms with legal mandates.	Implementation and review of municipal policies/ plan/strategies	Number of 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.	1 Policy Workshop to be held by 31 March 2025	1 Policy Workshop was held 27 March 2025	Achieved	N/A	N/A
CS17	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To encourage good administration that conforms with legal mandates.	Implementation of Staff establishment / Organogram	Number of Reviewed Staff establishment/Organogram adopted by Council by deadline.	1 Staff establishment/Organogramme reviewed and approved by Council by end of 30 June 2024	1 Staff establishment/Organogram reviewed and approved by Council on 22 May 2024.Achieved	1 Reviewed Staff establishment/Organogram adopted by Council by end of 30 June 2025	1 - Reviewed Staff Organogram adopted by Council on 30 June 2025	Achieved	N/A	N/A
CS18	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To encourage good administration that conforms with legal mandates.	Implementation of Staff establishment / Organogram me	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. Overachieved	13 Budgeted posts filled as per approved staff establishment by Council by end of 31 March 2025	18	Over achieved	The KPI target was over achieved due to Internal promotions that increased the vacancies.	N/A
CS19	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND**	To provide legal advice and ensure legal matters are handled on behal	Development and Monitoring of SLA's	Number of drafting and reviewing SLA's developed by deadline.	New Measure	New Measure	70 Drafting and reviewing SLA's developed by 30 June 2025	94 Drafted SLA	Over achieved.	The KPI target was over achieved due to the Municipality impleme	N/A

	PUBLIC PARTICIPATION	f of the municipality								nting more Service Providers onto the Panel.	
CS20	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Development of Monitoring of SLA's	Number of Ligation Management SOP develop by deadline.	New Measure	New Measure	1 Finalisation of Ligation Management SOP to be developed by 31 March 2025	1 Finalised Ligation Management SOP was developed	Achieved	N/A	N/A
CS21	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Review and update of the ligation register	Number of monthly ligation register reviewed and updated be completed by deadline.	New Measure	New Measure	12 Monthly ligation register reviewed and updated by 30 June 2025	12 Monthly ligation registers were reviewed and updated	Achieved	N/A	N/A
CS22	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To provide legal advice and ensure legal matters are handled on behalf of the municipality	Develop the Paia and Popia Manual	Number of Paia and Popia Manual developed be completed by deadline.	New Measure	New Measure	2 PAIA and POPIA Manual developed and adopted by Council to be completed by 30 June 2025	2 PAIA and POPIA Manual developed and adopted by Council on 30 June 2025	Achieved	N/A	N/A

CS23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Progress Reports on Risk Management by end of 30 June 2024	4. Achieved	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16 Quarterly progress reports on Departmental Risk Profile reports were completed.	Achieved	N/A	N/A
CS24	**MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT & GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To ensure efficient, effective, economic and transparent utilisation of fleet inspection management	Implementation of Fleet inspection Management	Number of monthly Fleet management inspection reports completed by deadline.	New Measure	New Measure	3 Monthly Fleet management inspection reports completed by 30 June 2025	3 Monthly Fleet management inspection reports were completed.	Achieved	N/A	N/A

TABLE 89:APR FINANCIAL SERVICES

NDWEDWE LOCAL MUNICIPALITY - FINANCIAL SERVICES											
					APR 2023/2024 FY		APR 2024/2025 FY				
IDP REF NO.	**NATIONAL KPA**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICATOR (KPI)**	**2023/2024 (REVISED TARGET)**	**2023/2024 (ACTUAL)**	**2024/2025 (REVISED TARGET)**	**2024/2025 (ACTUAL)**	**Status (Achieved / Not Achieved)**	**Reasons for Under-achievement and over achievement**	**Measures taken to improve performance**

FV 01	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Ensure financial reporting and compliance (GRAP, Mscoa, etc)	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	1 MFMA 72(1) (b) report submitted to National Treasury by end of 25 January 2025	1 MFMA 72(1) (b) report submitted to National Treasury on 25 January 2025	Achieved	N/A	N/A
FV 02	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Ensure financial reporting and compliance (GRAP, Mscoa, etc)	Number of quarterly Section 52 MFMA reports submitted to Council and National Treasury by deadline.	4 MFMA 52 Quarterly reports submitted by end of 30 June 2024	4	3 MFMA 52 Quarterly reports submitted to Council and National Treasury by end of 30 June 2025	3 MFMA 52 Quarterly reports submitted to Council and National Treasury	Achieved	N/A	N/A
FV 03	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Approval of Final budget and related policies by Council	Number of Final Budget and related policies adopted 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	1 Final Budget and related policies adopted by Council by end of 31 May 2025	1 Final Budget and Related Policies approved and adopted by Council on 29 May 2025	Achieved	N/A	N/A
FV 04	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of expenditure and revenue management	% of Revenue collected by deadline.	70% of Revenue collected by end of 30 June 2024	78%	81% of Revenue collected by end of 31 March 2025	68%	Not achieved	KPI target not achieved due to late payment by Public Works.	Management to ensure that Public Works pays by sending out reminder letters for payment.

FV 05	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of fair evaluation of properties	Number of General and Supplementary Valuation Roll finalised by deadline.	1 Supplementary Valuation Roll finalised by end of 30 April 2024	1	1 General and Supplementary Valuation Roll finalised by end of 30 September 2024	1 General and Supplementary Valuation Roll finalised on 17 March 2025	Achieved	N/A	N/A
FV 06	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of supply chain management and contract management	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	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2025	4	Achieved	N/A	N/A
FV 07	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of supply chain management and contract management	Number of quarterly SCM reports submitted to Council and Provincial Treasury by deadline.	4 Quarterly SCM reports submitted by end of 30 June 2024	4	4 Quarterly SCM reports submitted to Council and Provincial Treasury by end of 30 June 2025	4	Achieved	N/A	N/A
FV 08	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of Debt management	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	30 Days taken for trade creditors to be paid by end of 30 June 2025	30 Days	Achieved	N/A	N/A

FV 09	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	To ensure that AFS are prepared & submitted to the Auditor-General in line with MFMA	Number of Annual Financial Statements submitted to Auditor General(AG) by deadline.	1 AFS submitted to AG by end of 31 August 2023	1	1 AFS submitted to AG by end of 31 August 2024	1 AFS submitted to AG on 30 August 2024	Achieved	N/A	N/A
FV 10	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of asset management	Number of annual Asset verification report on movable and immovable assets by deadline.	1 Annual Asset verification report on movable and immoval assets by end of 30 June 2024	1	1 Annual Asset verification report on movable and immoval assets by end of 30 June 2025	1	Achieved	N/A	N/A
FV 11	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of Cashflow management	Number of days 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))	90 Days cash on hand by 30 June 2024	120 Days	90 Days cash on hand by 30 June 2025	120 Days	Achieved	N/A	N/A

				(Norm: Range between 30 and 90 days with 90 days being ideal)							
FV 12	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of Working capital management	Current Ratio Current Assets / Current Liabilities (Norm: 1.5 to 2.1)	1.5:1 Current Ratio by 30 June 2024	2.73	1.5:1 Current Ratio by 30 June 2025	4.39	Achieved	N/A	N/A
FV 13	**MUNICIPAL FINANCIAL VIABILITY**	To create a financial sustainability municipality that conforms to all the financial legislations	Implementation of Expenditure management	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	0.37	43% Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 Remuneration costs by 30 June 2025	39%	Achieved	N/A	N/A
FV 14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by deadline.	4 Quarterly progress Reports on Risk Management by end of 30 June 2024	4	16 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2025	16	Achieved	N/A	N/A

TABLE 90: APR ECONOMIC DEVELOPMENT PLANNING

NDWEDWE LOCAL MUNICIPALITY - ECONOMIC DEVELOPMENT PLANNING ANNUAL PERFORMANCE REPORT(APR) 2024/2025 FINANCIAL YEAR					APR 2023/2024 FY		APR 2024/2025 FY				
IDP REF NO.	NATIONAL KPA	STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR (KPI)	2023/2024 (REVISED TARGET)	2023/2024 (ACTUAL)	2024/2025 (REVISED TARGET)	2024/2025 (ACTUAL)	Status (Achieved / Not Achieved)	Reasons for Under-achievement and over achievement	Measures taken to improve performance
EDP01	LOCAL ECONOMIC AND DEVELOPMENT	To make the conditions favorable for the advancement of society and the economy.	Implementation of initiatives that attract investment, promotion and facilitation.	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 on 22 December 2023	1 Annual Ndwedwe Music Festival event to be held by end of 31 December 2024	1- Festival was held on 20 December 2024	Achieved	N/A	N/A
EDP02	LOCAL ECONOMIC AND DEVELOPMENT	To make the conditions favorable for the advancement of society and the economy.	Implementation of initiatives that attract investment, promotion and facilitation.	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 on 29 September 2023	1 Annual Maskandi Festival event to be held by end of 31 December 2024	1 - Festival was held on 27 September 2024	Overachieved	The Festival was held in September 2024 quarter 1 instead of quarter 2 therefore target was overachieved.	N/A
EDP03	LOCAL ECONOMIC AND DEVELOPMENT	To make the conditions favorable for the advancement of society and the economy.	To encourage growth of small businesses and their support	Number of Cluster Commercial Gardens supported by deadline.	New Measure	New Measure	10 Commercial Gardens supported by end of 30 June 2025	17	Overachieved.	The KPI target was overachieved due to the LED department receiving influx requests and the demand due to the District development Model Visit.	N/A

EDP04	**LOCAL ECONOMIC AND DEVELOPMENT**	To make the conditions favorable for the advancement of society and the economy.	To encourage growth of small businesses and their support	Number of 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.	2 Farmers market day events to be held by end of 30 June 2025	2	Achieved	N/A	N/A
EDP05	**LOCAL ECONOMIC AND DEVELOPMENT**	To create an enabling environment to grow businesses, cooperatives and SMMEs	To encourage the growth of small businesses and their support	Number of Cooperatives supported by deadline.	59 Cooperatives supported by end of 30 June 2024	63	15 Cooperatives supported by end of 31 March 2025	21	Overachieved	The target has been overachieved due to additional funding received from External Provincial Stakeholders. The funding assistance is on adhoc basis there is no specific timeframe as to when the EDP department will receive the assistance.	N/A
EDP06	**LOCAL ECONOMIC AND DEVELOPMENT**	To create an enabling environment to grow businesses, cooperatives and SMMEs	Encourage the growth of small businesses and their support	Number of quarterly SMMEs supported by deadline.	41 Quarterly SMMEs supported by end of 30 June 2024	91	15 Quarterly SMMEs supported by end of 31 March 2025	115	Overachieved	The target has been overachieved due to additional funding received from External Provincial Stakeholders. The	N/A

										funding assistance is on adhoc basis there is no specific timeframe as to when the EDP department will receive the assistance.	
EDP07	**CROSS CUTTING**	To facilitate co-ordinated planning and development	Facilitate the finalisation of the Ndwedwe Town Establishment Programme and implementation thereof	Number of Ndwedwe Town Development Survey, Subdivision to be completed by deadline.	2 Ndwedwe Town Development Survey and Subdivision to be completed by end of 31 March 2024	2	1 Ndwedwe Town Development Survey and Subdivision to be completed by end of 30 June 2025	1 Ndwedwe Town Development Survey and Subdivision completed	Achieved	N/A	N/A
EDP08	**LOCAL ECONOMIC AND DEVELOPMENT**	To facilitate co-ordinated planning and development	Strengthening of Stakeholder engagements	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	3 Quarterly Housing Forum meetings to be held by end of 31 March 2025	3	Achieved	N/A	N/A
EDP09	**LOCAL ECONOMIC AND DEVELOPMENT**	To facilitate co-ordinated planning and development	Strengthening of Stakeholder engagements	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	2 Quarterly LED Forums meetings to be held by end of 30 June 2025	2	Achieved	N/A	N/A
EDP10	**CROSS CUTTING**	To facilitate co-ordinated planning and development	Facilitate the development and implementation of the municipal spatial plans such as SDP,SDF ,	Percentage of Bhamshela regeneration Development Phase 2 (Identification of new encroached develop	100% Bhamshela regeneration Development Phase 3 (Identification of new encroached development,	100% Bhamshela regeneration Development Phase 3 (Identification of new encroached development,	100% Bhamshela regeneration Development (Identification of new encroached development, re-	100% Bhamshela regeneration Development (Identification of new encroached development, re-	Achieved	N/A	N/A

			Housing Sector LED and Agricultural etc	ment, re-submission and consolidation) to be completed by deadline.	re-submission and consolidation to be completed by end of 30 June 2024	re-submission and consolidation) has been completed	submission and consolidation) to be completed by end of 30 June 2025	submission and consolidation) to be completed			
EDP11	**LOCAL ECONOMIC AND DEVELOPMENT**	To make the conditions favorable for the advancement of society and the economy.	Facilitate the development and implementation of the municipal spatial plans such as SDP,SDF, Housing Sector LED and Agricultural etc	Number of Agricultural Plans developed and approved by Council by deadline.	1 Draft and Final Agricultural Plan developed and approved by Councill by end of 30 June 2024	1 Draft Agricultural Plan developed. The Final Agricultural Plan target was not met and workshopped to Council due to Budget constraints the Plan was not held in June 2024 as scheduled.	1 Final Agricultural Plan developed and approved by Councill by end of 30 June 2025	0	Not achieved	The Final Agricultural Plan has been completed and awaiting Council approval	Management will be submitting the Final Plan to Council on 30 July 2025 for approval
EDP12	**LOCAL ECONOMIC AND DEVELOPMENT**	To facilitate co-ordinated Tourism development	Facilitate the development and implementation of the municipal spatial plans such as SDP,SDF, Housing Sector, LED and Agricultural etc	Number of Tourism Booklet developed by Council by deadline.	New Measure	New Measure	1 Tourism Booklet developed by end of 30 June 2025	1 Tourism Booklet has been developed	Achieved	N/A	N/A
EDP13	**LOCAL ECONOMIC AND DEVELOPMENT**	To facilitate co-ordinated Tourism development	Facilitate the development and implementation of the municipal spatial plans such as SDP,SDF	Number of Tourism Development Business Plan by deadline.	New Measure	New Measure	1 Tourism Development Business Plan developed by end of 30 June 2025	1 Tourism Development Business Plan has been completed	Achieved	N/A	N/A

			, Housing Sector LED and Agricultural etc							
EDP14	**LOCAL ECONOMIC AND DEVELOPMENT**	To facilitate co-ordinated Tourism development	Facilitate the development and implementation of the municipal spatial plans such as SDP,SDF, Housing Sector LED and Agricultural etc	Number of Tourism Indaba Stand to be erected by deadline.	New Measure	New Measure	1 Tourism Indaba Stand to be held by end of 30 June 2025	1 Tourism Indaba Stand has been completed purchased on 16 May 2025	Achieved	N/A	N/A
EDP15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly progress reports on Departmenal Risk Profile reports be completed by deadline.	4 Quarterly progress reports on Risk Management by end of 30 June 2024	4	16 Quarterly progress reports on Departmenal Risk Profile reports by end of 30 June 2025	16	Achieved	N/A	N/A

TABLE 91: APR COMMUNITY AND SOCIAL SERVICES

					NDWEDWE LOCAL MUNICIPALITY - COMMUNITY AND SOCIAL SERVICES					
					ANNUAL PERFORMANCE REPORT(APR) 2024/2025 FINANCIAL YEAR					
					APR 2023/2024 FY		**APR 2024/2025 FY**			
IDP REF NO.	**NATIONAL KPA**	**STRATEGIC OBJECTIVE**	**STRATEGY**	**KEY PERFORMANCE INDICATOR (KPI)**	**2023/2024 (REVISED TARGET)**	**2023/2024 (ACTUAL)**	**2024/2025 (REVISED TARGET)**	**2024/2025 (ACTUAL)**	**Status (Achieved / Not Achieved)**	**Reasons for Under-achievement and over achievement**	**Measures taken to improve performance**

COM01	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To provide effective waste management services	Provision of solid waste removal services to the communities and businesses.	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	395 Refuse collections at Ndwedwe Town, Msundunzi, Cell C, Mthebeni, Montebella, Bhamshela and Sonkombo done by end of 30 June 2025	573	Overachieved	The KPI target was overachieved due to the increase in the number of pilgrimages that were held in Ward 2,10 and 19.	N/A
COM02	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To improve the quality of life locally	Implementation of business Plan	Number of Cemeteries Feasibility Study developed by deadline	New Measure	New Measure	N/A	N/A	N/A	N/A	N/A
COM03	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To improve the quality of life locally	To facilitate the provision of Books	Number of Library books procured for by deadline	New Measure	New Measure	50 Library books procured by end of 31 March 2025	22	Not Achieved	The Text books target was not achieved due to the increase in price therefore only 22 text books were purchased instead of 50.	Management will ensure that planning and budget is done prior to setting the targets in the new financial year in line with budget requirements.
COM04	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Women's Cacus programmes held by deadline	1 Annual Women's Cacus programme to be held by end of 30 September 2023	1	1 Women's Cacus programme to be held by end of 30 September 2024	1	Achieved	N/A	N/A
COM05	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion	Number of Ingoma programs held by deadline	New Measure	New Measure	1 Ingoma program to be held by end of 31 March 2025	1	Achieved	N/A	N/A

			programmes								
COM06	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion 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	1 Gender(Male & Female) programme to be held by end of 30 September 2024	2	Overachieved	Due to the demand from the community the number of programmes was increased.	N/A
COM07	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Women's programme held by deadline	1 Women's programme to be held by end of 30 September 2023	1	2 Women's programme to be held by end of 31 March 2025	3	Overachieved	Due to the demand from the community the number of programmes was increased.	N/A
COM08	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Disability programmes to be held by deadline.	2 Bi-Annual Disability programmes to be held by 30 June 2024	6	2 Disability programmes to be held by 30 June 2025	2	Achieved	N/A	N/A
COM09	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	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	28 Schools that benefitted from Dress a child campaign by end of 31 March 2025	33	Overachieved	Due to high demand of Uniforms required by the schools for the scholars.	N/A
COM10	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of programmes for Orphans and Farm workers held by deadline.	1 Annual of Orphans and Farm workers Programme held by end of 31	1	1 Orphans and Farm workers Programme held by end of 31 March 2025	1	Achieved	N/A	N/A

					March 2024						
COM11	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Christmas programmes for Senior citizens held by deadline.	1 Annual Christmas Programme for Senior Citizens held by end 31 December 2023	2	1 Christmas Programme for Senior Citizens held by end 31 December 2024	1	Achieved	N/A	N/A
COM12	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of quarterly Civil Society Forums held by deadline.	4 Quarterly Civil Society Forums held by end of 30 June 2024	6	4 Quarterly Civil Society Forums held by end of 30 June 2025	4	Achieved	N/A	N/A
COM13	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of HIV/Aids Day events held by deadline.	1 Annual HIV/Aids Day event held by end of 31 December 2023	1	1 HIV/Aids Day event held by end of 31 December 2024	2	Overachieved	KPI target was overachieved due to HIV/AIDS build up programme focusing on Men and then a focusing the entire community therefore the target was exceeded.	N/A

COM14	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of 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	1 16 Days of Activism programmes to be held by end of 31 December 2024	2	Overachieved	KPI target was overachieved due to 16 Days of Activism programmes took place in Quarter 1 therefore the target was exceeded due to the high demand of need of awarenesses I the community about GBV.	N/A
COM15	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Umkhosi Wesintu event held by deadline.	1 Annual Umkhosi Wesintu events held by end of 31 March 2023	1	2 Umkhosi Wesintu events held by end of 31 March 2025	3	Overachieved	KPI target was overachieved due to increase number of events.	N/A
COM16	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of 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	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 31 September 2024	1	Achieved	N/A	N/A
COM17	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion	Number of Child Protection Program held by deadline	1 Annual Child Protection Program held by end	1	1 Child Protection Program held by end of 31 May 2025	1	Achieved	N/A	N/A

			n programmes		of 31 May 2024						
COM18	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Mandela day programmes to be held by deadline.	1 Annual Mandela Day Program held by end of 31 July 2023	2	1 Mandela Day Program held by end of 31 July 2024	1	Achieved	N/A	N/A
COM19	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of quarterly OSS meetings to be held by deadline.	4 Quarterly OSS meetings to be held by end of 30 June 2024	6	4 Quarterly OSS meetings to be held by end of 30 June 2025	6	Overachieved	KPI target oeverachieved due to 5 OSS meetings took place instead of 4, based on the War Room community needs therefore target was exceeded.	N/A
COM20	**CROSS CUTTING**	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	To ensure prevention and mitigation against disasters	Number of Fire and Disaster awareness campaigns to be held by deadline.	32 Disaster awareness campaigns to be held by end of 30 June 2024	39	12 Fire and Disaster awareness campaigns to be held by end of 30 June 2025	36	Overachieved	KPI target overachieved due receiving requests for more awareness campaigns to intensify educational programs as the number of climate change related disasters incidents is increasing	N/A

										significantly and high community needs therefore target has exceeded.	
COM21	**CROSS CUTTING**	To ensure that there is effective implementation of disaster risk reduction programmes aimed at prevention and mitigation against identified risks	To ensure prevention and mitigation against disasters	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	4 Quarterly Disaster Management Advisory meetings to be held by end of 30 June 2025	4	Achieved	N/A	N/A
COM22	**CROSS CUTTING**	To ensure rapid and effective response in assisting vulnerable communities during incidents and disasters	To ensure prevention and mitigation against disasters	Number of monthly Incidents /disasters reports submitted to the District disaster management centre by deadline.	12 Monthly reports submitted to the District disaster management centre by end of 30 June 2024	12	12 Monthly Incidents /disasters reports submitted to the District disaster management centre by end of 30 June 2025	12	Achieved	N/A	N/A
COM23	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of Disability Games hosted by deadline.	2 Disability Games hosted by end of 31 December 2023	2	2 Disability Games hosted by end of 31 December 2024	2	Achieved	N/A	N/A

COM24	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	Number of SALGA games hosted by deadline.	2 Bi-Annual SALGA Games hosted by end of 31 December 2023	2	2 SALGA Games hosted by end of 31 December 2024	4	Overachieved	KPI target overachieved due to SALGA Games were held over a number of days due to different sporting codes therefore target was exceeded.	N/A
COM25	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	Implementation of nation building and social cohesion programmes	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	12 Sports development programs hosted by end of 30 June 2025	12	Achieved	N/A	N/A
COM26	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	To harness the potential of young people to enable them to play a meaningful role in society	Number of Examination Prayers to be hosted by deadline.	1 Examination Prayer to be hosted by end of 30 November 2023	1	1 Examination Prayer to be hosted by end of 30 November 2024	1	Achieved	N/A	N/A
COM27	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	To harness the potential of young people to enable them to play a meaningful role in society	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	12 Monthly Youth development programmes to be hosted by end of 30 June 2025	20	Overachieved	KPI target Youth development programmes were increased due to the high number of Youth applications received therefore the target has been	N/A

										exceeded.	
COM28	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	To harness the potential of young people to enable them to play a meaningful role in society	Number of Annual support workshops for Young Local Artists held by deadline.	1 Annual Young Local Artists Support workshop held by end of 31 December 2023	1	1 Annual Young Local Artists Support workshop held by end of 31 December 2024	1	Achieved	N/A	N/A
COM29	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	Promote nation building and social cohesion	To harness the potential of young people to enable them to play a meaningful role in society	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.	4 Quarterly Youth Council meetings to be held by end of 30 June 2025	4	Achieved	N/A	N/A
COM30	**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Implementation of Enterprise Risk Management and Compliance.	Number of quarterly progress reports on Departmental Risk Profile reports be completed by deadline.	4 Quarterly Progress Reports on Risk Management by end of 30 June 2024	4	16 Quarterly progress reports on Departmental Risk Profile reports by end of 30 June 2025	16	Achieved	N/A	N/A

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:

TABLE 92: PERFORMANCE WEIGHTING

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)	*The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract*
Satisfactory (S)	*The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract*
Poor (P)	*The service has been provided below acceptable standards*

TABLE 93: PERFORMANCE OF SERVICE PROVIDERS

IDP REF NO.	MUNICIPAL KEY PERFORMANCE AREA (KPA)	PERFORMANCE RATING
TS01	Construction of Khanyisa Sport field Ward 09 (MIG)	SATISFACTORY
TS02	Construction of Shangase Hall Ward 18 (MIG)	POOR
TS03	Construction of Maqokomela Community Development Centre Ward 10 (MIG)	GOOD
TS04	Construction of Hlalakahle CDC in ward 07	GOOD
TS05	Construction of Msengeni CDC in ward 08	GOOD

TS06	Construction of Makhawula/Ntaphuka Community Hall Ward 13	GOOD
TS07	INEP Electrification Ward 06, 07, 08, 11 & 15	SATISFACTORY
TS08	Disaster and Emergency Services Establishment ward 15	GOOD
TS09	Guard house of Mthombisa CDC Ward 03	GOOD
TS10	Mangangeni CDC Renovation Ward 19	GOOD
TS11	Ezimpondweni Hall Renovation Ward 17	GOOD
TS12	Market Stalls Renovation Ward 08	GOOD
TS13	Umzamo CDC Renovation Ward 7	GOOD
TS14	Gcwensa Hall Renovation Ward 2	GOOD
TS15	Ntubeni Hall Renovation Ward 1 Phase 2	GOOD
TS16	Qhubakahle Hall Renovation Ward 6	GOOD
TS17	Deda Hall Renovation in Ward 5	GOOD
TS18	Waterfall Hall Renovation Ward 3	GOOD
TS19	eGweni Community Hall Rehabilitation in ward 16	GOOD
TS20	Ndwedwe Town Infrastructure Ward 15	SATISFACTORY
TS21	Sambaba Access Road Ward 6	GOOD
TS22	Nhlangwini Access Road Ward 01	GOOD
TS23	EPWP jobs created through municipality's local, economic development initiatives, waste management including capital projects by	
TS24	Capital expenditure monitoring	
TS25	Monitoring performance of Departmental Risk Profile reports	
TS26	Mthombisa Access Road Ward 3 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS27	Ntabamhlophe Access Road Ward 8 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS28	Nhlangakazi Access Road Ward 9 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT
TS29	Nogxaza Access Road Ward 19 (Municipal Disaster Recovery Grant - MDRG)	EXCELLENT

CHAPTER FOUR

Organisational Development (Performance Report Part 2)

CHAPTER 4:
ORGANIZATIONAL DEVELOPMENT PERFORMANCE

Municipal Transformation and Organizational Development within the sphere of Local Government is a direct obligation that primarily sits within the Corporate Services Department. Corporate Services is a department that provides support and give advice to all other departments taking its mandate from one of the key performance areas which is municipal transformation and institutional development. In addition, it is the department that looks at the municipality inwardly, by focusing on internal organizational structure, arrangements and processes as well as capacity building programs to foster performance.

The Municipal Manager, three Directors are appointed on a fixed term contract and two Directors are permanently employed in terms of Section 57 of the Municipal Systems Act 32 of 2000. On the 28 December 2023 the municipality was able to successfully appoint the Municipal Manager, Mr S.D.G Khuzwayo. The reviewed staff establishment of the Municipality was adopted and approved on 22 May 2025. The amendments and review of the staff establishment was done to make the Municipal Staff establishment to be aligned with the strategic directive of the Council's term of office, *i.e., 2022-2027*.

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

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

WORKPLACE SKILLS PLAN

The 2024-2025 Workplace Skills Plan (WSP) and Annual Training Report (ATR) were approved by Municipal Council on 28 April 2025 for implementation in 2024/2025 financial year. The Municipality submitted the WSP to LGSETA on 30 April 2025. A training report for 2024/2025 for financial year with a list of beneficiaries and expenditure report is contained the in the IDP report Work. The Workplace Skills Plan is in place and reviewed annually.

The WSP is intended to capacitate Municipal Councillors in the leadership skills and furthering their academic careers in the tertiary institutions as well as the employees. The Workplace Skills Plan will also enable officials to acquire leadership and management skills and other employees to benefit from career opportunities. The skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the Ndwedwe region for 2024/2025 financial year, the Municipality conducted skills audit and identified what skills were required and developed strategies, tasks and schedules in ensuring that the Municipality build those skills in order to deliver on our Integrated Development Plan objectives.

During the period July 2024 to May 2025, Council employees, Interns and Councillors were trained on the following Interventions. A total of 184 Beneficiaries including 37 Councillors and 147 officials have benefited. During 2024/2025 financial year, the municipality provided the following opportunities as follows:

TABLE 94: SKILLS PROGRAMS

Name of skills programs	Number of employees	Number of councillors
LG Women in Leadership	1	1
Public Sector Finance and IT Governance Seminar Managing Data Integrity	6	
SCM Executive Development Programme		9
Policy Workshop	21	37
Talent Management Seminar	3	
Citizen Centered Service Delivery	4	
HRM PMDS & JE Symposium	3	1
Payday Payroll Training	3	
Coaching for Leadership Development	6	

Minute Taking and Report Writing Training	11	
Municipal Governance Training		36
ESS Training	71	
IMPSA Conference	4	
Evidence Based Policy Making & Implementation Training	6	
Integrated Induction Program		1
Pay Day Human Capital Training	2	
First Aid Training	6	

The implementation of an effective Human Resource Management Strategy and Plan is one of the priorities of the department to ensure that adequate and sufficiently skilled resources are attracted to the municipality. Corporate Services department champions the municipal transformation and institutional development through structured initiatives and avenues that are facilitated for the respective internal user business units as well as community stakeholders. Corporate Services is made up of three departments namely: ICT, HR and Administration/Council/Property Management. Each department is headed by a manager. The department of Cooperative Governance has a mandate to build and strengthen the capability and accountability of municipalities. The focus is based on the context of the inter-governmental system that mandate the local government to perform its basic tasks of service delivery. It further includes ensuring that municipal council have regular meetings and there is a defined structure to ensure that transparency and accountability become part of everyday operations at municipal level.

The Corporate Services Department is actually a 'driving engine' that directs and determines the performance of the municipality such as the Human Resources Development (HRD), Human Resources Management (HRM), Information Communication and Technology (ICT), Administration, Council Support and Registry. Each Unit has a specific function to drive the municipality.

The Ndwedwe Municipality is operating through the approved policies and has an adopted organogram with a staff compliment of 155 while on the organogram, the municipality experienced the following:

Performance Highlights for 2024/2025 financial year

- 7 Employees were enrolled in Municipal Finance Management Programme (MFMP).
- 18 Budgeted posts were filled
- 94 SLAs were drafted
- 1 Finalised Ligation Management SOP was developed
- 3 Employee Wellness programs were held.
- The 2024/2025 Organogram was reviewed.
- 2 PAIA and POPIA Manual developed and adopted by Council on 30 June 2025

COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONNEL

The Organisational structure is reviewed annually and has been set out into six (6) effective departments to achieve the Municipality's objectives. There are a number of vacancies requiring personnel within the Office of the Municipal Manager, Planning and Economic Development, Community Services, Corporate Services, Technical Services Departments as well as the Finance department.

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Ndwedwe Municipality is operating through the approved policies and has an adopted organogram with a staff compliment of 204 employees however 40 is contractually employed and 155 permanently employed.

Table 95: SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR 2024/2025

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

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 96: ADOPTED PLANS, POLICIES/ PROCEDURES FOR THE MUNICIPALITY

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

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

	Hardware and Software Standardization		14 August 2024	NDW:86/10/24
EDP	Updated Led Strategy			N/A
	Agricultural Sector Plan			N/A
	SDP - 2024		14 August 2024	NDW 86/10/24
	Housing Sector Plan		14 August 2024	NDW 86/10/24
	Informal economic policy		14 August 2024	NDW 86/10/24
	Land Use Management Systems			
Municipal Manager's Office	Ward Committee Policy		11 June 2011	N/A
	Acceptance and gift, donation and sponsorship register		14 August 2024	NDW:86/10/24
	Acceptance and giving gifts, Donation and sponsorship policy		14 August 2024	NDW:86/10/24
	Anti – Fraud and corruption strategy		14 August 2024	NDW:86/10/24
	Conflict of interest management Policy		14 August 2024	NDW:86/10/24
	Conflict of interest register			
	Loss Prevention		23 July 2023	NDW:07/08/23
	Whistle Blowing Policy		14 August 2024	NDW:86/10/24
	Complaints Management Policy		23 July 2023	NDW:07/08/23
	Risk Management Policy		14 August 2024	NDW:86/10/24
	Fraud and Prevention Policy		14 August 2024	NDW:86/10/24
Community Services	Climate Change Disaster		23 July 2023	NDW:07/08/23
	Indigent Pauper Burial		23 July 2023	NDW:07/08/23
	Draft Fire Safety by Laws	23 July 2023		NDW:07/08/23
	Fire Service Trademark		23 July 2023	NDW:07/08/23
	Disaster Management Plan		14 August 2024	NDW:86/10/24

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

	Public Participation policy		14 August 2024	NDW:86/10/24
	Ward Committee election and operations policy		14 August 2024	NDW:86/10/24

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

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

✓ **WORKFORCE LEVELS**

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

- **Municipal Manager:** this post is filled. The Municipal Manager drives the strategy of the Municipality as mandated by Council. This post is critical for the functioning of the whole institution and the achievement of the strategic objectives of the Municipality. In the execution of the duties, the MM is assisted by the Manager: Public Participation, Manager: Mayoralty and Communications, Manager: Internal Audit, Manager: PMS/IDP and Manager: Risk Management.

- **Director Economic Development and Planning: The Director EDP position is filled. T**his 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 Nhlangakazi 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 filled.** the incumbent is responsible for good governance public participation. Its core functions are Traffic and Motor Licensing, Waste Collection, Cemeteries, Parks and Recreation, Libraries, Sport and Disaster Management. In the execution of the duties has been carried out by Director: Community and Social Services, Manager: Community Services and Manager: Social Cohesion.

- **Manager Human Resources:** the incumbent is responsible for Institutional and organization development and is assisting the Director Corporate Services. The HR Unit has facilitated the development of human resources tools such as Skills Plan and other tools. All these tools are important for the successful implementation of the IDP. Human Resources Development which includes Bursaries, Skills development, Internship and In-service Programme, Human Resources Management which includes Service benefits, selection and Recruitment, Employee wellness programme, Occupational Health and safety, Individual Performance Management Systems when it is cascaded to lower levels.

- **Manager PMS/ IDP:** The post deals with Organisational Performance Management System of the Municipality and the preparation and implementation of Integrated Development Plan. The incumbent responsibility is to ensure that there is functional performance Management System and alignment of it with the IDP. The incumbent is responsible for preparation of PMS Framework, Development of SDBIP, Preparation of Quarterly Reports and Preparation of Annual Report.

- **Director Technical Services:** The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

HUMAN RESOURCE POLICIES AND PLANS

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

TABLE 97: POLICIES

	Name of Policy	Completed	Reviewed
1.	SCM Policy	100%	Yes
2.	Indigent Policy	100%	Yes
3.	Credit Control Policy	100%	Yes
4.	Cellular Phone Policy	100%	Yes
5.	Catering Policy	100%	Yes
6.	Pauper And Burial Policy	100%	Yes
7.	S&T For Employees and Councilors	100%	Yes
8.	Bursary Policy	100%	Yes
9.	Overtime	100%	Yes
10.	Provision Of Protection Personnel Political Assistance to Political Office Bearers	100%	Yes
11.	Placement & Acting Policy	100%	Yes
12.	Fleet Management Policy	100%	Yes
13.	Recruitment Policy	100%	Yes
14.	1. ICT Policies	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 Standardization Policy		
15.	1. SCM Policy 2. Budget Policy 3. Property Rates Policy 4. Petty Cash Policy	100%	Yes
16.	1. Indigent Policy and register	100%	Yes

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

- CAPACITATING MUNICIPAL WORKFORCE

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

- SKILLS DEVELOPMENT AND TRAINING

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

- Workplace Skills Plan

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

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

SKILLS MATRIX						
Management	Gender	Employees in post as of 30 June 2025	Learnerships	Skills programme and other short courses	Others of training	Total
MM and S57	Female	1				1
	Male	5		2		5
Councillors, senior	Female	18		4		18

officials and managers						
	Male	36				35
Technicians and associate professionals	Female	3		3		3
	Male	5		3		5
				5		
Professionals	Female	14		4		14
	Male	16				15
Sub total		96				96

- **SKILLS DEVELOPMENT AND EXPENDITURE**

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

TABLE 98: SKILLS PROGRAMMES

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.

- EMPLOYEES AND COUNCILLORS' EXPENDITURE

TABLE 99: EMPLOYEE & COUNCILLORS EXPENDITURE

Remuneration (Employees and Councillors to total expenditure)	Audited 2024/2025	Projected Figures 2025/2026	Projected Figures 2026/2027	Projected Figures 2027/2028
Remuneration (Employees total expenditure)	86 987 985	96 034 745	95 832 301	103 578 154
Remuneration (Councillors to total expenditure)	16 275 735	17 347 400	18 128 033	18 581 232

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 100: Employee Related Cost

Employee Related Cost	2021/2022	2022/2023	2023/2024	2024/2025
Audited Figures	63 361 000	68 135 383	78 555 162	86 987 985

Table 101: Employee & Councillors Expenditure

Remuneration both employees and councillors to total expenditure	2023/2024	2024/2025
Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	34%	35%

CHAPTER FIVE

Financial Performance

CHAPTER 5:
COMPONENT A: STATEMENT OF 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

During 2024/2025 financial year, the municipality collected a total revenue of R 317 383 448 and R 290 211 619 in respective financial years.

The municipality operating expenditure amounts to R297 240 331 for 2024/2025 and R281 399 341 for 2023/2024 financial year.

Capital expenditure amounts to R 77 709 589 for 2024/2025 financial year and R87 521 102 for 2023/2024 financial year.

TABLE 102: *STATEMENT OF FINANCIAL PERFORMANCE 2024/2025*

Ndwedwe Local Municipality

(Registration number KZN 293)
Annual Financial Statements for the year ended 30 June 2025

Statement of Financial Performance

	Notes	2025	2024 Restated*
Revenue			
Revenue from exchange transactions			
Service charges	18	651 340	597 911
Construction contracts revenue	19	11 134 871	10 299 024
Rental of facilities and equipment	20	634 361	622 384
Agency services	21	179 354	185 450
Licences and permits	22	54 069	19 043
Other income	23	1 900 427	3 155 970
Interest received on investments and bank accounts	24	9 207 937	9 767 404
Total revenue from exchange transactions		**23 762 359**	**24 647 186**
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	25	22 011 180	18 987 935
Interest earned from receivables	26	1 302 103	1 149 664
Transfer revenue			
Government grants & subsidies	27	267 809 390	245 328 544
Public contributions and donations	28	14 497	7 100
Fines, Penalties and Forfeits	29	2 450 427	-
Remeasurement of employee benefits	30	33 492	91 190
Total revenue from non-exchange transactions		**293 621 089**	**265 564 433**
Total revenue		**317 383 448**	**290 211 619**
Expenditure			
Employee related costs	31	(86 987 985)	(78 555 162)
Remuneration of councillors	32	(16 275 735)	(15 973 246)
Construction contracts expenditure	33	(11 134 871)	(10 299 025)
Impairment loss on cash and non-cash generating assets	34	(13 579 559)	(22 722 620)
Depreciation and amortisation	35	(33 360 158)	(35 019 937)
Loss on disposal of assets and liabilities	36	(16 269 049)	(5 740 364)
Lease rentals on operating lease	37	(1 543 502)	(1 076 655)
Debt impairment	38	(425 029)	(1 781 479)
Bad debts written off	39	(10 182 173)	-
Finance costs	40	(451 000)	(414 000)
Contracted services	41	(61 174 270)	(60 759 699)
Transfers and subsidies	42	(4 455 455)	(4 497 901)
General expenses	43	(41 401 545)	(44 559 253)
Total expenditure		**(297 240 331)**	**(281 399 341)**
Operating surplus/(deficit)		**20 143 117**	**8 812 278**
Surplus /(deficit) for the year		**20 143 117**	**8 812 278**

FINANCIAL RATIOS FOR 2024/2025

Asset Management

The capital expenditure-to-total spending ratio was 21% in the financial year 2024/2025, compared to 30% in the financial year 2023/2024. This implies a 9% decline from 2023/20224 financial year. The normal range for this ratio is between 10% and 20%.

The repairs and maintenance ratio was 2% in the financial year 2024/2025, compared to 1% in the financial year 2023/2024. The percentage was lower than the average of 8%. This indicates that the municipality spent less money on repairs and maintenance, resulting in the significant impairment loss. Management will increase expenditures on repairs and maintenance in order to protect the service potential of the Municipality's assets.

Debtors Management

The collection ratio was 64%, which was lower than the expected 95%. This ratio represents the collection rate, or the degree of payment by debtors. This indicates that the municipality's income collection requires immediate attention, and as part of corrective efforts, the income

Enhancement Steering Committee has been formed. Government debtors, as well as the top 20 business debtors, are met individually.

Liquidity Management

The cash/cost coverage ratio demonstrated the municipality's capacity can pay its monthly fixed operating commitments with cash and short-term investments without generating additional revenue during the month. The municipality’s ratio is less than 6.2 month, while the typical is 1-3 months. Management expects to maintain this ratio.

GRANTS

The Ndwedwe Municipality is a grant-dependent Municipality and has limited funds for the development of key environmental sector plans, such as Environmental Management Plan and Open Space Plan and others.

ASSET MANAGMENT

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

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

During 2024/2025 financial year, the capital expenditure was 92% of the Capital budget. 63% was grant funded and only 37% was funded by internal funds. Capital grants were received from the Municipal Infrastructure Grant (MIG). Some of the capital expenditure incurred in 2024/2025 was for the completion of projects that were delayed in the previous year.

TABLE 103: CAPITAL EXPENDITURE FUNDING SOURCES

KZN293 Ndwedwe - Table B5 Adjustments Capital Expenditure Budget by vote and funding -						
Description	**Ref**	**Budget Year 2024/25**				
		Original Budget	**Prior Adjusted**	**Other Adjust**	**Total Adjust**	**Adjusted Budge**
R thousands		**A**	**A1**	**F**	**G**	**H**
Capital Expenditure - Functional						
Governance and administration		3 704 349.00	4 748 594.00	-	-	4 748 594.00
Executive and council		434 783.00	1 086 957.00	-	-	1 086 957.00
Finance and administration		3 269 566.00	3 661 637.00	-	-	3 661 637.00
Community and public safety		3 869 565.00	3 869 565.00	-	-	3 869 565.00
Community and social services		3 869 565.00	3 869 565.00	-	-	3 869 565.00
Economic and environmental services		33 620 001.00	75 155 556.00	930 580.00	930 580.00	76 086 136.00
Planning and development		32 463 479.00	38 539 892.00	930 580.00	930 580.00	39 470 472.00
Road transport		1 156 522.00	36 615 664.00	-	-	36 615 664.00
Total Capital Expenditure - Functiona	3	41 193 915.00	83 773 715.00	930 580.00	930 580.00	84 704 295.00
Funded by:						
National Government		**29 976 522.00**	**53 267 100.00**	**-**	**-**	**53 267 100.00**
Provincial Government		-	-	-	-	-
District Municipality		-	-	-	-	-
Transfers and subsidies - capital (in-kind)		-	-	-	-	-
Transfers recognised - capital	4	**29 976 522.00**	**53 267 100.00**	**-**	**-**	**53 267 100.00**
Borrowing		-	-	-	-	-
Internally generated funds		**11 217 393.00**	**30 506 615.00**	**930 580.00**	**930 580.00**	**31 437 195.00**
Total Capital Funding		**41 193 915.00**	**83 773 715.00**	**930 580.00**	**930 580.00**	**84 704 295.00**

CAPITAL SPENDING ON 5 LARGEST PROJECTS

CAPITAL SPENDING ON 5 LARGEST PROJECTS 2024-2025			
Project Name	**2024/2025 Budget**	**Actuals**	**Varriance**
Khanyisa Sport field Ward 09	8 635 569.85	8 623 380.34	12 189.51
Shangase Hall Ward 18	8 678 435.51	7 910 907.74	767 527.77
Maqokomela Community Development Centre Ward 10	9 802 682.90	9 802 683.00	- 0.10
Town Development Phase two	5 885 468.00	5 885 468.00	-
Nhlangakazi Access Road Ward 9	9 145 336.43	8 143 404.44	1 001 931.99
Totals	**42 147 492.70**	**40 365 843.52**	**1 781 649.18**

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

CASH FLOW

Cash flow management is essential for businesses that want to promote a culture of avoiding impulsive expenditures and acquiring goods and services only when necessary. To make sure that our cash flow is in line with the requirements of each department, procurement plans are thus required from each department throughout the budget preparation phase. The municipality's cash flow was strained throughout the year because of certain capital projects that were financed by reserves and equitable shares.

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.

TABLE 104: CASH FLOW STATEMENT

Ndwedwe Local Municipality

(Registration number KZN 293)
Annual Financial Statements for the year ended 30 June 2025

Cash Flow Statement

	Note(s)	2025	2024 Restated*
Cash flows from operating activities			
Receipts			
Grants		270 829 000	247 019 000
Interest income		9 435 823	9 284 361
Receipts from customers		28 614 315	31 114 758
		308 879 138	287 418 119
Payments			
Compensation to employees and councillors		(102 385 111)	(93 261 132)
Payments made to suppliers		(114 834 394)	(113 401 762)
Transfers and subsidies		(4 455 455)	(4 497 901)
		(221 674 960)	(211 160 795)
Net cash flows from operating activities	44	**87 204 178**	**76 257 324**
Cash flows from investing activities			
Purchase of property, plant and equipment	9	(77 695 092)	(87 514 003)
Proceeds from sale of property, plant and equipment	9	(10)	1 178 525
Retention		23 649	1 117 516
Net cash flows from investing activities		**(77 671 453)**	**(85 217 962)**
Net increase/(decrease) in cash and cash equivalents		**9 532 725**	**(8 960 638)**
Cash and cash equivalents at the beginning of the year		71 396 653	80 357 289
Cash and cash equivalents at the end of the year	3	**80 929 378**	**71 396 651**

It is important for the municipality to manage its cash flows and maintain its liquidity status to enable it to meet both long- and short-term obligations. Cash flows of the municipality are looking great as there is cash coverage ratio is still about 6.2 months.

BORROWING AND INVESTMENTS BANKS

The municipality does not have borrowings but only has short term investments. Short term investments are made to different banks in different types of investment accounts such as fixed deposits and money market accounts.

BANK INVESTMENTS BANKS

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

TABLE 105: INVESTMENTS

Bank	Financial Year	Balance
ABSA	2024/2025	17 193 214
Standard Bank	2024/2025	7 176 576
Investec	2024/2025	37 498 538
Nedbank	2024/2025	18 036 487
First National Bank	2024/2025	1 024 562

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

SUPPLY CHAIN MANAGEMENT

Ndwedwe Municipality has a central Supply Chain Management (SCM) Unit which is under the management of the CFO. The unit has a total number of 07 permanent employees. The employees have done training on the prescribed level of competency requirements. The municipality has established fully functional Bid Committees that have a standing schedule of meetings. The municipality made appointments in all Committees, and all three Committees were fully functional.

GRAP COMPLIANCE

Ndwedwe Local Municipality has fully implemented the Standards of GRAP (Generally Recognised Accounting Practice) in accordance with the MFMA and by the Accounting Standards Board (ASB) and did not deviate from any standard.

CHAPTER SIX

Auditor General's Report

AUDITOR-GENERAL
SOUTH AFRICA

REPORT OF THE AUDITOR-GENERAL

Ndwedwe Local Municipality
For the year ended 30 June 2025

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

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of Ndwedwe Local Municipality set out on pages xx to xx , which comprise the statement of financial position as at 30 June 2025, statement of financial performance, statement of changes in net assets ,cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as 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 Local Municipality as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue 24 of 2024 (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 - consumer debtors

7. As disclosed in note 8 to the financial statements, the municipality reported material impairments of RI 8,68 million (2023-24: RI 8,25 million) on consumer debtors as the recoverability of these amounts was doubtful.

Restatement of corresponding figures

8. As disclosed in note 57 to the financial statements, the corresponding figures for 30 June 2024 were restated as a result of an error in the financial statements of the municipality at, and for the year ended, 30 June 2025.

Other matters

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

Unaudited disclosure notes (MFMA125)

10. 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

Responsibilities of the accounting officer for the financial statements

1 1. 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.

12. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the 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

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

14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 9, forms part of my auditor's report.

Report on the audit of the annual performance report

15. 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.

16. I selected the following key performance area presented in the annual performance report for the year ended 30 June 2025 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.

Key performance area	Page numbers	Purpose
Basic service delivery and infrastructure development		To facilitate the provision of sustainable infrastructure delivery

17 1 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.

18. 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.
19. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

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

Other matters

21. I draw attention to the matters below.

Achievement of planned targets

22. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance.

23. The table that follows provides information on the achievement of planned targets and lists the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

Basic Service Delivery and Infrastructure Development

Targets achieved: 79%		
Key service indicators not achieved	Planned target	Reported achievement
Percentage construction of Khanyisa Sportfie(d to be completed by deadline	100%	45%

Percentage construction of Shangase Community Hall to be completed by deadline	100%	79%
Percentage of Construction INEP Electrification(Stringing, Installation of electricity lines and Transformers) to be completed by deadline	100%	
Percentage construction works of Ndwedwe Town Infrastructure to be completed by deadline	100%	
5,6km Regravelling of Nhlangwini Access Road (Road base layer, drainage system) to be completed by end of 30 June 2024	5,6km	3,6km

Material misstatements

24. I identified preventable 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 development. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

Report on compliance with legislation

25. 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.

26. 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.

27. 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.

28. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements

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

Consequence management

30. Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

31. Losses resulting from irregular expenditure were certified council as irrecoverable without having conducted an investigation to determine the recoverability of the expenditure, in contravention of section 32(2)(b) of the MFMA.

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

33. Fruitless and wasteful expenditure were certified by council certified as irrecoverable without having conducted an investigation to determine the recoverability of the expenditure, in contravention of section 32(2)(b) of the MFMA.

Expenditure management

34. Reasonable steps were not taken to prevent irregular expenditure amounting to R468 850 as disclosed in note 52 to the annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by rotation of work to panel suppliers not visible.

35. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R44,56 million, as disclosed in note 53 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by underbudgeting on non-cash items.

Other information in the annual report

36. The accounting officer is responsible for the other information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported on in this auditor's report.

37. My opinion on the financial statements, and my reports on the audit of the annual performance report and 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 basis for the material findings on compliance with legislation included in this report.

42. The accounting officer and senior management did not exercise adequate oversight to implement effective monitoring controls, ensuring credible and reliable financial repotting, as well as compliance with key legislation.

Auditor-General

Pietermaritzburg

30 November 2025

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.

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, 1 1(1), 13(2), 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), 3: 2(2)(a)(ii), Sections: 32(2)(b), 32(6)(a), 32(7), 33(1)(c)(ii), 53(1)(c)(ii), 53(1)(c)(iii) (bb), 54(1)(c), 62(1)(d), 63(2)(a), 63(2)(c), 64(2 2)(b), 64(2)(c), 64(2)(e), 64(2)(f), 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), 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), 165(1), 165(2)(a), 165(2)(b)(ii), 165(2)(b) (iv), 165(2)(b)(v), 165(2)(b)(vii), 166(2)(b), 166(2)(a)(iv)), 166(5), 170, 171(4)(a), 171(4)(b)
MFMA: Municipal budget and reporting regulations, 2009	Regulations: 71 71 71 71 71 72(a), 72(b), 72(c)
MFMA: Municipal Investment Regulations, 2005	Regulations: 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations: 5(4), 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), 28(1)(a)(i), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5 5)(b)(i), 32, 36(1), 36(1)(a), 38(1)(c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2) (e), 46(2)(f)
Construction Industry Development Board Act 38 of 2000	Section: 18(1)
Construction Industry Development Board Regulations, 2004	Regulations: 17, 25(7A)
Division of Revenue Act	Sections: 12(5), 16(1); 16(3)
Municipal Systems Act 32 of 2000	Sections: 26(c), 26(h), 26(i), 29(1 34(a), 38(a), 41 41 (1 41 (1 42, 43(2), 45(a), 57(4B), 57A, 67(1 74(1), 96(b)

MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations: 5(2), 5(3), 5(6), 8(4)
MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations: 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 7(1), 8, 10(a), 12(1), 15(1)(a)(i), 15(1)(a)(ii)

Legislation	Sections or regulations
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), 26(5), 27(4)(a)(i)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations: 17(2),
MSA: Municipal Staff Regulations	Regulations: 7(1), 19, 31, 35(1)
MSA: Municipal Systems Regulations, 2001	Regulation: 43
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section: 34(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections: 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations: 4(2), 5(1), 5(3), 5(6), 5(7), 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), 11(1), 1 1 (2)
Preferential Procurement Regulations, 2022	Regulations: 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3),

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* 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 *"what we do"*.
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 Key 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

APPENDICES

APPENDICES

APPENDIX A-COUNCILLORS, COMMITTEE ALLOCATION
APPENDIX B- COMMITTEE AND COMMITTEE PURPOSES
APPENDIX C-THIRD TIER ADMINISTRATIVE STRUCTURE
APPENDIX D-FUNCTIONS OF THE MUNICIPALITY/ENTITY
APPENDIX E-WARD REPORTING
APPENDIX F-ORAGM STRUCTURE
APPENDIX G-RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE
APPENDIX H- LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS
APPENDIX I-MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE
APPENDIX J-DISCLOSURES OF FINANCIAL INTERESTS
APPENDIX K-REVENUE COLLECTION BY PERFORMANCE
APPENDIX K(I)-REVENUE COLLECTION PERFORMANCE BY VOTE
APPENDIX K(II)-REVENUE COLLECTION PERFORMANCE BY SOURCE
APPENDIX L-CONDITIONAL GRANTS RECEIVED
APPENDIX M-CAPITAL EXPENDITURE NEW & UPGRADE/RENEWAL PROGRAMMES
APPENDIX M-CAPITAL EXPENDITURE NEW & UPGRADE/RENEWAL PROGRAMMES
APPENDIX M(I)-CAPITAL EXPENDITURE NEW ASSETS PROGRAMMES
APPENDIX M(II)-CAPITAL EXPENDITURE UPGRADE/RENEWAL PROGRAMMES
APPENDIX N-CAPITAL EXPENDITURE BY PROJECT YEAR 2024/2025
APPENDIX O: SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS
APPENDIX P: SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

APPENDIX Q: DECLARATION OF LOANS AND GRANTS

APPENDIX R: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

APPENDIX S: NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT

VOLUME I: ANNUAL FINANCIAL STATEMENTS(AFS)

VOLUME II: ANNUAL PERFORMANCE REPORT(APR)

VOLUME III: AUDIT ACTION PLAN