ANNUAL REPORT 2019/20

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



SUBMISSION TO AUDITOR GENERAL

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INTRODUCTION TO NDWEDWE LOCAL MUNICIPALITY DRAFT ANNUAL REPORT 2019/2020



The structure of Ndwedwe Annual Report 2019/2020 is based on the revised Annual Report template provided by the National Treasury. The purpose of this revised Annual Report is to address the need expressed by a number of municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports.

It gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making.

The report provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA as follows:

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

The purpose of the annual report is to:

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

According to the MFMA, this Report should include:

a. The annual financial statements of the Municipality, and consolidated annual financial statements, submitted to the Auditor-General for audit in terms of section 126 (1) of the MFMA
b. The Auditor-General's audit report in terms of section 126 (3) of the MFMA and in accordance with s45 (b) of the MSA; on the financial statements in (a) above;
c. The annual performance report of the Municipality as prepared by the Ndwedwe Municipality in terms of section 45(b) of the Local Government: Municipal Systems Act 32 of 2000 (MSA);
d. An assessment of the arrears on municipal taxes and service charges;
e. An assessment of the Municipality's performance against the measurable performance objectives referred to in Section 17 (3)(b) of the MFMA for revenue collection from each revenue source and for each vote in the Municipality's approved budget for the financial year
f. Corrective action taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d); and
g. Recommendations of the Municipality's Audit Committee.

CHAPTER 1 – MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR'S FOREWORD

As the Mayor of the Ndwedwe Local Municipality, it is my privilege to present the Annual Report for the 2019/2020 financial year.

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

We are, however, entering this phase of tabling the Annual Report 2019/2020 with dampened spirits as the whole world is on its toes, trying to put in place mechanisms aimed at confronting and curbing the COVID-19 Coronavirus flu. As the municipality we also have rolled up our sleeves and quickly took precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe.

As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy. We wish to reiterate the call for calm and caution. We also wish for our vulnerable groups to stay safe throughout this pandemic outbreak and for families to adhere to safety tips and advice. The strategic goals were aligned with Government Objectives, National Outcomes, National Development Plan, *Back-to-Basics* and with the Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks.

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



His Worship, Mayor N V Chili

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

We remain grateful to the financial support from Growth Fund and EDTEA (Department of Economic Development, Tourism and Environmental Affairs) which saw this Shopping Centre being boosted to extend its reach, thus uplifting the economical profile of Ndwedwe. Also, the expansion of Ndwedwe municipal buildings is in its final stages. All that is left is for office space allocation to take place and after that municipal employees will be able to discharge their duties more easily because they will not be overcrowded. But also, this will assist in ensuring we comply with occupational health stipulations.

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

His Worship, the Mayor Councillor:
N V CHILI

COMPONENT B: EXECUTIVE SUMMARY
1.1 MUNICIPAL MANAGER'S OVERVIEW

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

It is a pleasure to reflect on the 2019/2020 financial year, this report captures the considerable effort made by the Ndwedwe Local Municipality to focus on efforts to strengthen governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning which emphasis the issue of speeding up services to the community.

The COVD-19 pandemic has compromised the IDP and Annual budget road shows to be presented according to the budget timetable approved by the Council in August 2019. However, the Municipality consultation was done via media platforms as guided by COGTA guidelines and this was to ensure compliance with the MSA, MFMA and subsequent circulars for the preparation and approval of 2020/2021 IDP and Annual budget.

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

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

During the year under review Municipality was able to spend 100% of municipal infrastructure grant, as a result of good performance on infrastructure spending,



Municipal Manager: Mr. M F Hadebe

the Municipality was allocated an additional amount of R 5 000 000.00 of MIG during the year. It is worth to report that by end June 2020, Municipality was able to spend 100% of MIG amounted to R34 809 000.00.

Ndwedwe Municipality during 2019-20 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG):

1. Construction of Mona Community Development Centre (CDC)
   Ward 15
2. Construction of Nodwengu Community Development Centre
   Ward 10
3. Construction of Waterfall Sport field
   Ward 3
4. Construction of Zesuliwe Access Road
   Ward 7
5. Construction of Nambithani Access Road
   Ward 5
6. Construction of KwaNovimba Access Road
   Ward 18
7. Construction of Mwolokohlo Access Road
   Ward 11

Our Municipality continued to ensure that halls and Roads are being maintained as a result of this existing capacity. The Municipality still holds number 1 in iLembe District Municipality with regards to functioning of wards committees. Ward Committees are functional, and their work is both efficient and effective.

The Draft Annual Report for the 2019/2020 year reflects the performance and challenges for the financial year. I would like to extend my sincere appreciation to the Mayor, Council and Staff for their dedication towards serving the communities and all stakeholders.

M.F. HADEBE
MUNICIPAL MANAGER

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1.2 MUNICIPAL OVERVIEW



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

The annual report reflects on the performance of the Municipality for the period 1 July 2019 to 30 June 2020. The report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), of which the Municipality must prepare an annual report for each financial year.

1.2.1 VISION

The Municipality committed itself to the following vision and mission:

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

1.2.2 MISSION

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

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

1.2.3 VALUES

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

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

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

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

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

12.4 FIVE (5) YEAR STRATEGIC OBJECTVES



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

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

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

Municipal Institutional Development and Transformation	**A responsive, accountable, effective and efficient local government system**	**2: Human Resource Development**	To improve , attract, develop and retain human capital	Implement the Workplace Skills Plan (WSP)
				Implement the Workplace Skills Plan (WSP)
				Filling budgeted posts
				Implement, test and maintain ICT system backups
				Convening of ICT Steering Committee
				Conduct bi-annual municipal data recovery
				Ctrack System
				Fleet Management
				Community skills support programme
				Council support services
				Council support services
				Security Services Reports
				Drafting of Service Level Agreements (SLA)
				Training on Policies and Legislations
				Occupational, Health and Safety meeting
				Internal and external bursaries awarded
				Fleet repairs and maintenance reports
				Employment Assistant Programs
				Policies/plans/strategies reviewed and developed
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Monitoring performance of effective enterprise risk management
Financial Viability and Management	**A responsive, accountable, effective and efficient local government system**	**Governance and Policy**	To implement and maintain compliant, effective and efficient enterprise risk management systems and processes; To ensure an effective advisory role to management and council; To ensure that the revenue of the municipality is collected and accounted; To ensure municipal budget complies with MFMA and Treasury regulations	Transactional mSCOA Reports
				Financial Reporting Section 71 MFMA Reports
				Financial Reporting
				Adjusted Budget for 2020/21
				Budget for 2020/ 2021
				Revenue Enhancement Strategy
				Revenue protection and enhancement
				Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal)
				General Valuation Roll
				Screening of State Employees from SCM Database
				Appointment of Local Service Providers

				Governance Reports (Debtors Reconciliation Book)
				Property Rates Reconciliation
				Bank Reconciliation
				Investments
				Grant Register
				Creditors Payment
				Third Party Payments
				AFS 2019/20
				MFMA Quarterly report 2018/2019
				SCM report
				Monitoring performance of effective enterprise risk management
Local Economic Development	**A responsive, accountable, effective and efficient local government system**	**1: Inclusive economic growth; 3: Human & Community Development; 5: Spatial Equity**	To capitalize on tourism potential of the municipality; To develop a resilient economy that creates sustainable decent jobs and reduces poverty; To ensure job creation; To facilitate co-ordinated planning and development; To upscale agriculture development in the municipality and To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Local Agricultural Indaba
				Ndwedwe Music Festival
				Maskandi Festival
				Tourism Development
				Community gardens support for Cooperatives
				SMME Support
				Cooperatives Development and Support
				Training of Emerging Subcontractors support programme (capacity building for Grade 1-3)
				Housing Forum
				Development of Housing Sector Plan
				LED Forum
				Ndwedwe Town Development Project
				Ndwedwe Land Use Management System
				Spatial Development Plan
				Review of LED Strategy
				Agricultural Sector Plan
				Purchase of Agricultural Items and Tools
				Monitoring performance of effective enterprise risk management
Infrastructure and Service Delivery	**A responsive, accountable, effective and efficient local government system**	**3: Human and Community Development 7: Governance and Policy**	To facilitate provision of infrastructure throughout the municipality	Procurement of the Library Books
				Municipal Waste collections
				Municipal Waste collection
				Integrated Waste Management Plan
				Refurbished and Functional Telecentre
			To promote education of vulnerable children's/youth; To ensure co-ordination and alignment of	Men's Dialogue
				Women's day Commemoration Dialogues
				Disability Safety awareness
				Disability Games
				Dress a child uniform campaign
				Ingoma Yesintu Program

			developmental programmes of the municipality with other spheres of government and To promote sports within local communities.	Orphans and Farm Workers Program
				Christmas Program for Senior Citizens
				Golden Games
				Umkhosi Wesintu
				Moral Regeneration event
				Civil Society Forum
				Ndwedwe HIV/Aids Day event
				16 Days of Activism
				Umkhosi Womhlanga
				Operation sukuma sakhe(OSS) local task team meetings
				Operation MBO
				OSS Indaba
				Ndwedwe Social Ills Awareness
				Disability and Senior Citizens Forum
				Local Aids Committee Meetings
				Ndwedwe Safety Prayer
				Child Protection Program
				Mandela Day Program
			To ensure prevention and mitigation against disasters	Disaster Awareness Campaigns
				Disaster Management Advisory Meetings
				Local Disaster Management Workshops
				Disaster Risk Reduction
				Disaster Management Emergency Relief
			To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.	Monitoring performance of effective enterprise risk management

TABLE 1: STRATEGIC OBJECTIVES



1.3 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.3.1 MUNICIPAL FUNCTIONS

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the ILembe District Municipality (DC29).

This act made provision of the division of powers and functions between the district and local municipalities with the most day to day service delivery functions being delegated to local municipalities and the District wide to District Municipalities.

Ndwedwe Local Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity. The Municipality has entered into shared service with ILembe District Municipality in some of the functions. The shared service includes the Chief Planner, Environmental Specialist, GIS Technician and GIS Specialist. Hereunder are the powers and functions allocated to the Ndwedwe Local Municipality:

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

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

Functions	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand and no action required
2. Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3. Child care facilities	-	X	X	-	-	There is currently a community initiative	The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development centres throughout the municipal area
4. Fire Fighting	X	-	X	-	Limited Capacity only two fire fighters currently	Ilembe District and eThekwini Municipality provides assistance where necessary.	The disaster management plan identifies the significance of this function especially when the commercial centres planned for in Ndwedwe Town and Bhamshela become operational

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

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

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

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27. Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used	No action required as there is no pressing demand.
28. Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	No action required as there is no pressing demand.
29.Libraries	X	-	X	-	-	-	-

TABLE 2: POWERS AND FUNCTIONS: NDWEDWE MUNICIPALITY

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1.3.2 INTRODUCTION: BACKGROUND DATA



In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the ILembe District Municipality (DC29).

This act made provision of the division of powers and functions between the district and local municipalities with the most day to day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity.

Ndwedwe Local Municipality is one of the four local authorities within the ILembe District Municipality. It borders in the east onto the KwaDukuza Municipality and in the north on the Maphumulo Municipality. In the south Ndwedwe abuts the 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. 68% of Ndwedwe consists of tribal authority land and the remainder is made up of commercial farmlands located in the north – east of the municipality.

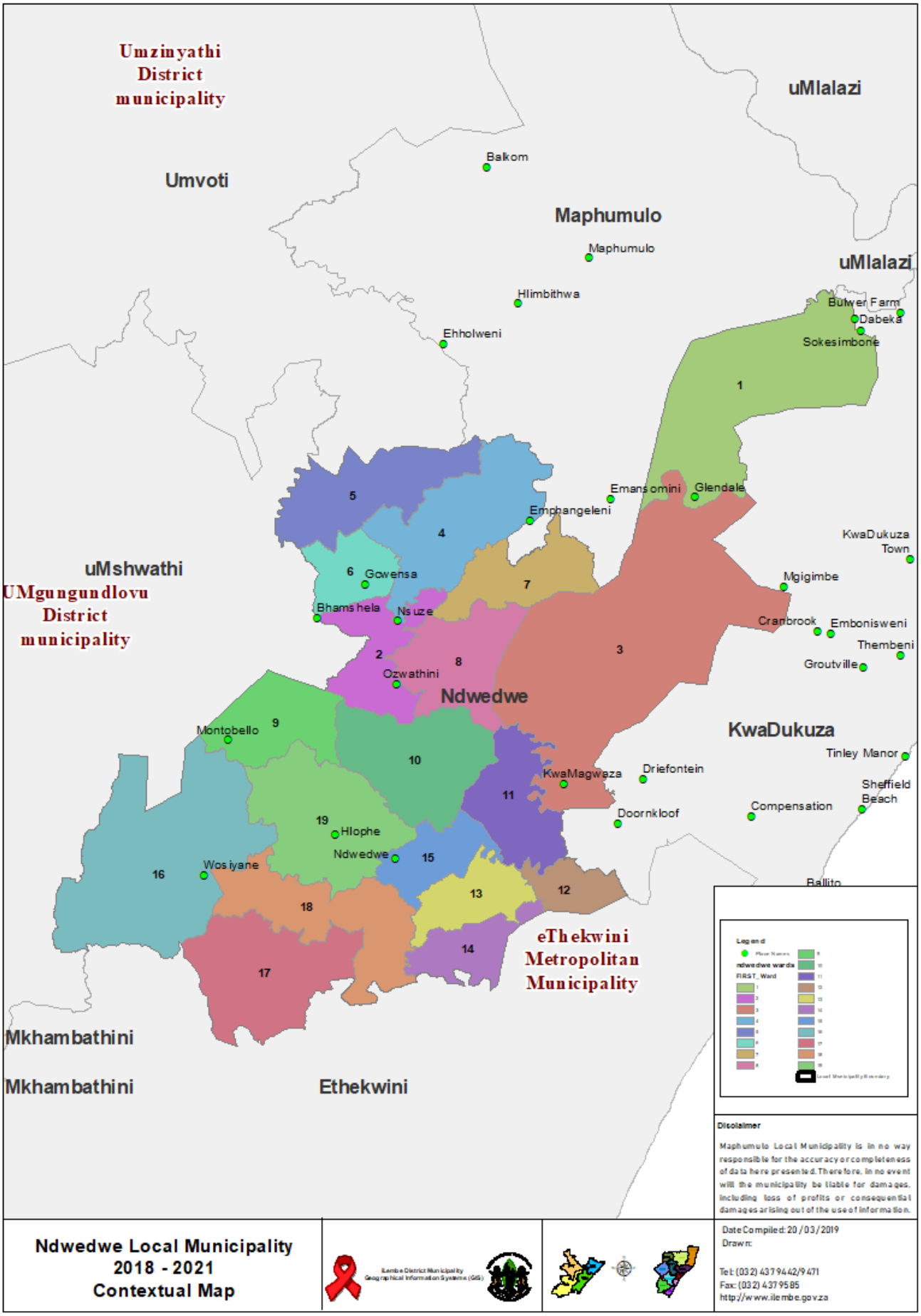
There are three hierarchical nodes exist in the municipality namely:

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

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

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

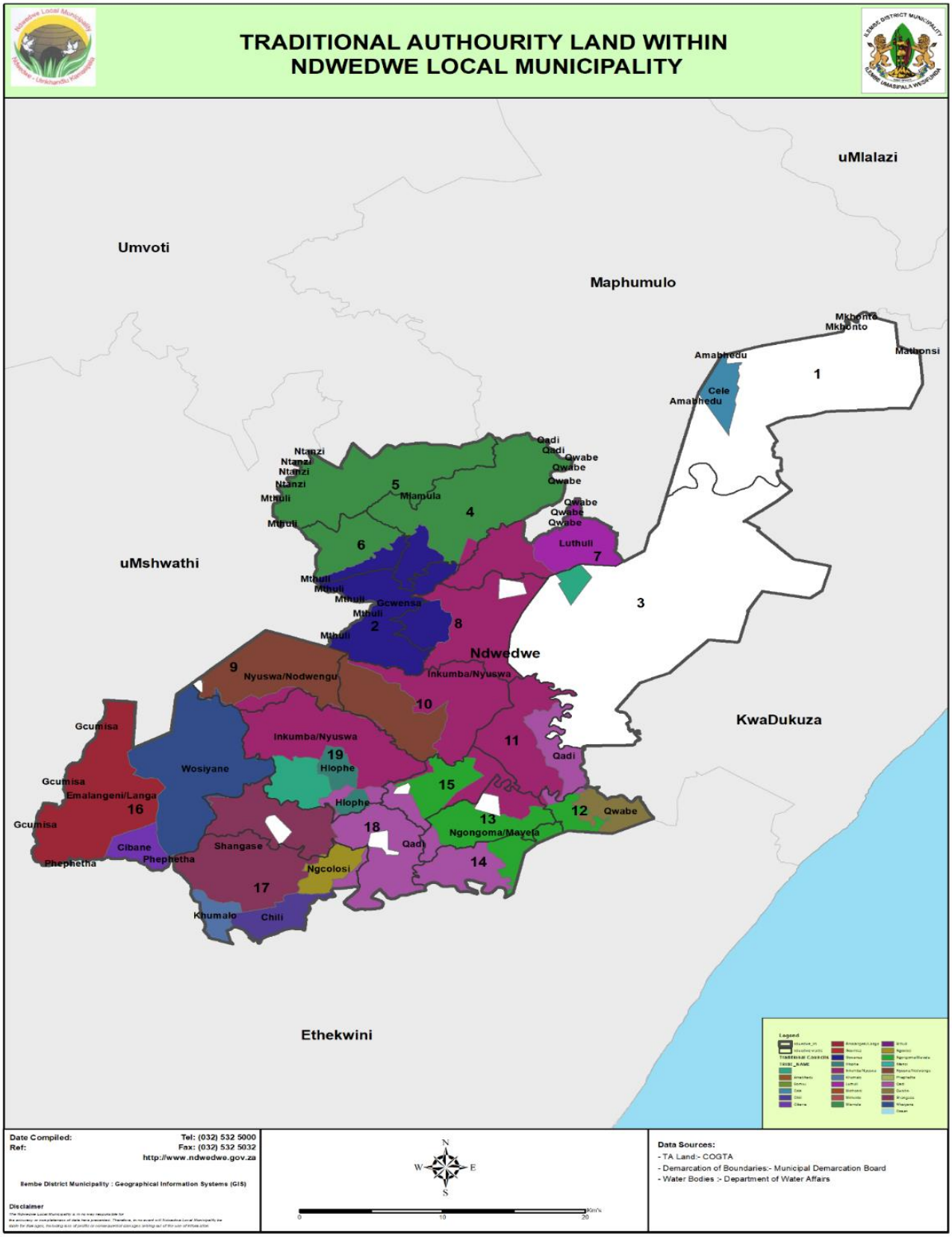
Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas.



MAP 1: NDWEDWE LOCALITY

1.3.3 TRADITIONAL AUTHORITY

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



MAP: 1: TRADITIONAL AUTHORITY

1.3.4 DEMOGRAPHICS

1.3.4.1 POPULATION

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



TABLE 3: POPULATION & GENDER PROFILE

1.3.4.2 POPULATION GROWTH

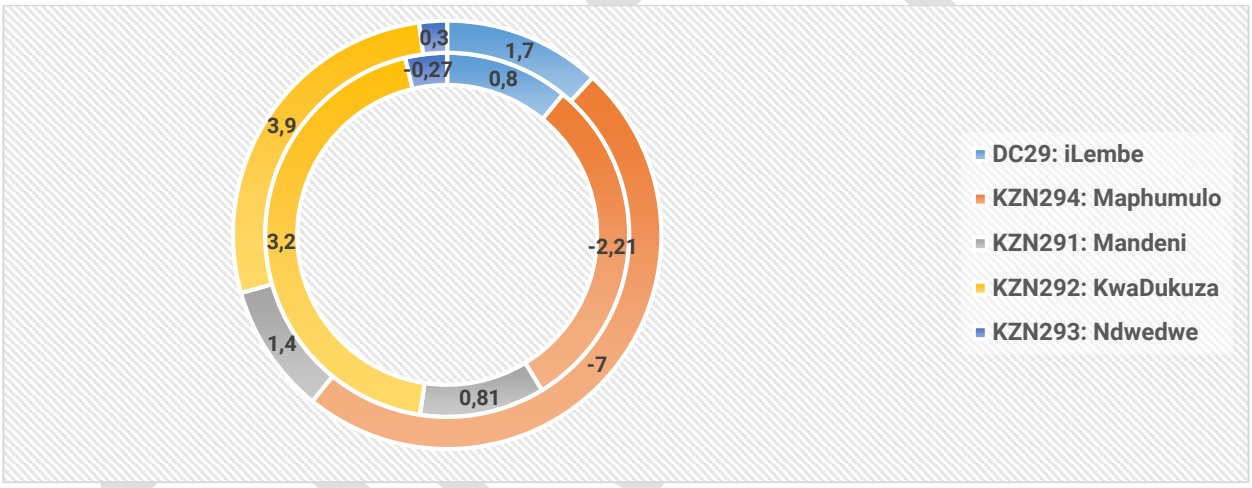


FIGURE 1: POPULATION GROWTH (SOURCE: 2001-2011 CENSUS & COMMUNITY SURVEY STATS SA)

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

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

Recent Census results show that the population in iLembe is 606,809 people and is growing at 0.8% per annum. The trend of migration from rural local municipalities of Maphumulo and Ndwedwe to coastal and more urban LMs of Mandeni and especially KwaDukuza is evident.

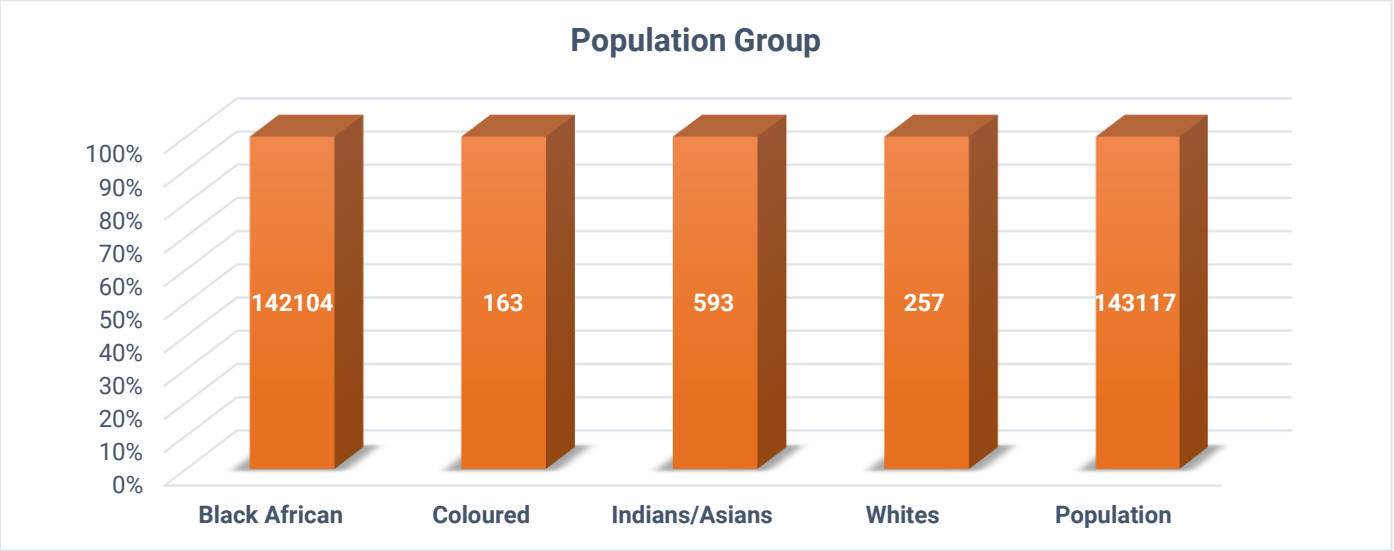
The number of households is 157,692 and is growing at 2.7% per annum. Households in KwaDukuza have grown at a fairly high rate of 4.8% per annum, whereas households in Maphumulo have declined by 1%. Average household size is 3.8 and the percentage of female headed households is 45.8% which is above the national average of 41%, but average for KZN.

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

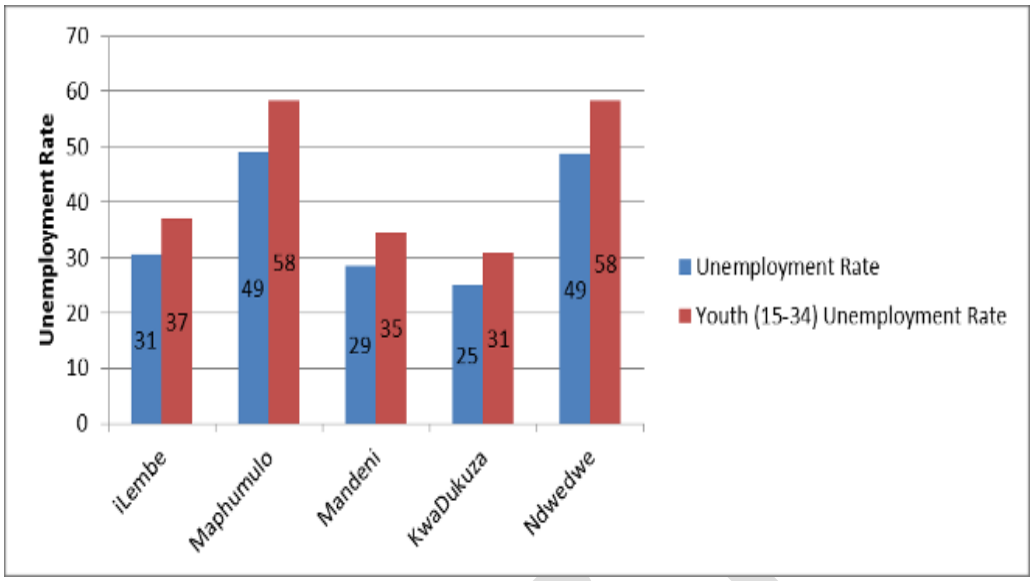
TABLE 5: POPULATION GROWTH AS PER 2016 COMMUNITY SURVEY (STATS SA)

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

13.4.3 POPULATION GROUP



1.3.4.4 EMPLOYMENT AND UNEMPLOYMENT PATTERNS



GRAPH: 1: UNEMPLOYMENT RATE
(Source: 2001-2011 Census & Community Survey Stats SA)

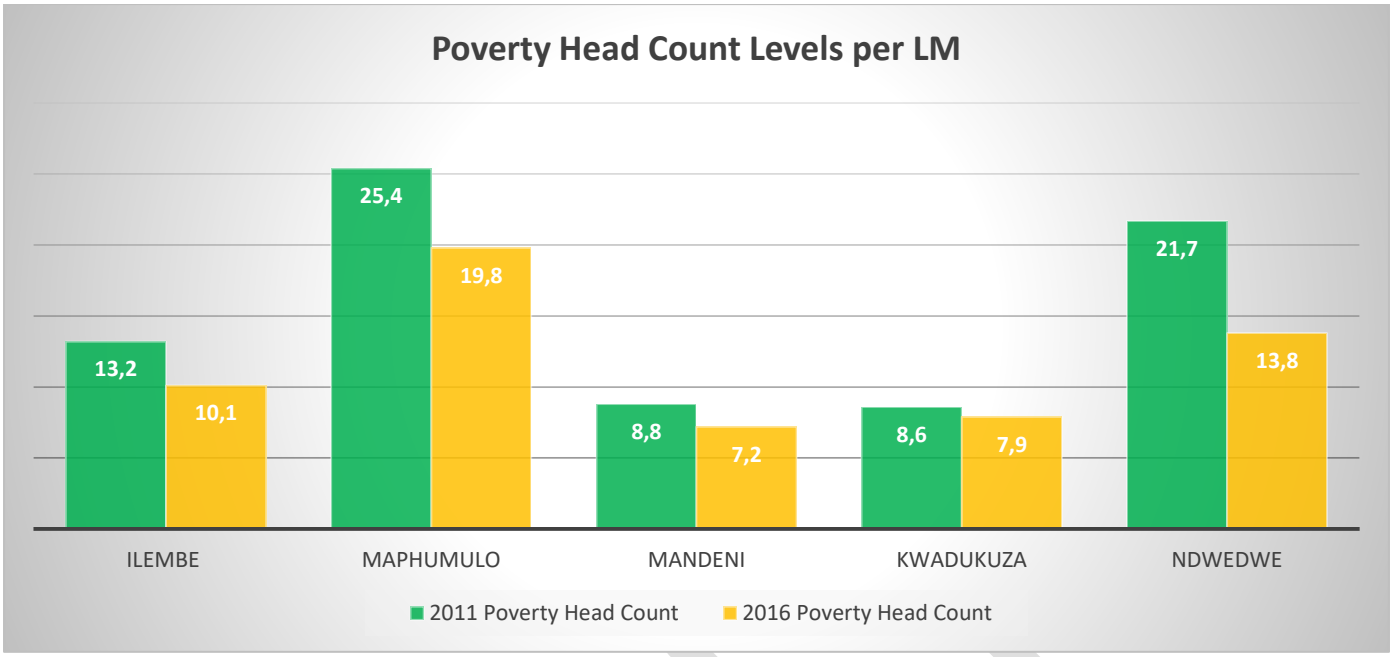
The graph above provides unemployment rates and youth unemployment rates for the district and LMs. The district's unemployment rate is 31% in general and 37% amongst the youth (15-35). While unemployment is above the national average, it is average for KZN. Youth unemployment is substantially lower than both the national and KZN average (with the exception of Maphumulo and Ndwedwe). Employment and youth unemployment are highest in Maphumulo and Ndwedwe at 49% and 58% respectively.

The level of unemployment in Ndwedwe declined to 49% in 2011 from 67.8% in 2001. Amongst the youth 58.3% of them were unemployed which again is a decline from 76.4% in 2001. However, the decline does not necessarily mean that Ndwedwe Municipality is absorbing its human resource, but could be amongst other reasons, outward migration, etc. Approximately 28% of the employed in Ndwedwe are in the formal sector, only4% are highly skilled, 14% are semiskilled or unskilled, 10% are skilled and8% are employed in the informal sector. This is indicative that Ndwedwe is lacking high skilled labour due to its poor education level.

KEY FINDINGS

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

1.3.4.5 POVERTY LEVELS IN THE ILEMBE DISTRICT



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

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

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



1.3.4.6 KEY CHALLENGE - "COVID-19 PANDEMIC"

During the 2019–2020 financial year the coronavirus pandemic spread to South Africa, with the first confirmed case announced on 5 March 2020 by Minister of Health, Dr. Zweli Mkhize. On 15 March, President Cyril Ramaphosa declared a national state of disaster with a partial travel ban, travel advisories, discouraging public transport, the closing of schools, and prohibiting gatherings of more than 100 people.

On 23 March 2020, Ramaphosa issued a national lockdown lasting 21 days from 26 March 2020 to 16 April 2020. As of 31 March 2020, there were 1380 confirmed cases, 5 confirmed deaths, and 31 recovered. South Africa's COVID-19 infected citizens currently at a total of 1,380 cases in the country, an increase of 27. In confronting and curbing the COVID-19 Coronavirus flu the Ndwedwe Municipality has taken precautions to assist the National Department of Health in its efforts to keep the citizens aware, informed, updated and safe. As well as, Ndwedwe Management has also developed a proposed COVID-19 Management Strategy. The municipality conducted staff awareness campaigns, a special briefing meeting on COVID-19, a COVID-19 Public Awareness was conducted for Business and Community members in the month of March 2020.

1.3.5 PUBLIC PARTICIPATION

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

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

TABLE 7: COMMUNITY ENGAGEMENT

1.3.6 BROAD BASED COMMUNITY NEEDS



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

Cluster 1 | Date: 5 November 2019
Ward: 15, 16, 17, 18 and 19 at Msele Sport field

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

Cluster 2 | Date: 07 November 2019
Ward: 02, 04, 05, 06 at KwaDeda Sports-field

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

Cluster 3 | Date: 20 November 2019
Wards: 1,3,7,8 at Qinisani School

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

Cluster: 4: Date: 04 December 2019
Wards: 9,10,11,12,13,14 at Hloniphani Sports-field

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

TABLE 8: BROAD BASED COMMUNITY NEEDS

1.3.7 SPATIAL AND ENVIRONMENTAL MANAGEMENT

1.3.7.1 SPATIAL ANALYSIS

Regional Context

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

Administrative Context

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

AMAKHOSI ASENDWEDWE		
	INKOSI'S NAME	**CELL NUMBER**
1.	INkosi NW Chili of KwaChili TC	082-404-2267/0781658342
2.	INkosi Thulani P Cibane of KwaCibane TC	079-800-1733
3.	INkosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
4.	INkosi BV Hlophe of KwaHlophe TC	078-332-4393
5.	INkosi S Khumalo of KwaKhumalo TC (Chairperson of Amakhosi)	076-320-8266
6.	INkosi L Magwaza of KwaMagwaza	072-514-4794
7.	INkosi VT Ngcobo of eMalangeni TC	084-411-5185
8.	INkosi G Hlophe of KwaHlophe TC	072-232-1435
9.	INkosi MM Ngcobo Mlamula TC	076-786-0839
10.	INkosi MA Ngcobo Mavela TC	073-317-1514
11.	INkosi MW Qwabe Qwabe TC Induna Mfeka	073-060-0379 WARD 12 076-710-5121
12.	INkosi NA Bhengu of KwaNgcolosi Traditional Council Induna BF Bhengu Induna Cele	076-166-5760 071-862-4470 079-079-6230
13.	KwaLuthuli Traditional Council Induna Faye sits	0724311214 072-746-5719
14.	Induna NP Zungu – on behalf of eMangangeni Traditional Council	0824383600
15.	INkosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036
16.	INkosi B Ngcobo of Nodwengu Traditional Council	083-534-8118
17.	INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
18.	INkosi R NZAMA of Wosiyane Traditional Council	078-265-5545
19.	INkosi MG Shangase of KwaShangase Traditional Council Secretary	078-513-2465 078-052-6660

TABLE 9: TRADITIONAL LEADERS

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

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

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

Spatial trends

Imbalances of the past

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

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

(b) Settlement patterns

Ndwedwe Local Municipality is one of the local government structures that is facing an enormous task of reducing the infrastructure backlog that engulf different parts of the municipality area. Part of compounding efforts to thwart infrastructure backlog is the nature of the terrain and settlement pattern that exist in Ndwedwe municipality. Typical of rural areas, settlements within the area are scattered unevenly throughout the area.

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

(c) Ndwedwe town

Ndwedwe town is still yet to be proclaimed as a town. Similarly, to Maphumulo Town, Ndwedwe town was a beneficiary of the Small Town Rehabilitation project, commissioned by KZN-COGTA. The programme aimed at making the small towns more attractive for investment as part of Rural Development, in line with priorities of National and Provincial government.

Ndwedwe town is the largest node in the area, consisting of a single mixed-use node – social facilities, local government facilities, transport and commercial. Additionally, a number of social and government facilities are located in the town including the municipal building, civic centre, police station, post office, community clinic and Elangeni FET College. The area surrounding the town is authority and characterized by low-density residential patterns.

1.3.7.2 ENVIROMENTAL ANALYSIS

Ndwedwe Municipality located inland on the southern edge of the district (34% of district). Ndwedwe is approximately 115 743.8ha in extent with remaining natural areas of about 65 422.2 ha (56.5% of the municipality). The Municipality is endowed with natural resources in the form of rivers; vegetation types; biomes; terrestrial; freshwater ecosystem; the remaining natural vegetation of the incisive river valleys.

However, human activities, such as agricultural activities, livestock overgrazing, human settlement and development, invasion by alien species, uncontrolled and unplanned rural settlements, and temperature rise due to climate change, have been identified as the most common driving forces impacting negatively on Ndwedwe's environmental assets.

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

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

(a) Enhancing systems for integrated planning in meeting sustainable development objectives
(b) Sustaining our ecosystems and using natural resources efficiently
(c) Responding effectively to climate change
(d) Towards a green economy
(e) Building sustainable communities

Promoting integrated planning and processes

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

Act / Policy	Objective	Municipal role	Status
National Environmental Management Act	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: ✓ Environmental Management Plan ✓ Environmental Management Framework	The District EMF has been completed for the iLembe family of Municipalities. Ndwedwe has been covered as well.
NEM: Biodiversity Act	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act 1998	Section 76 (2) *(a)* All organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans.	The Alien Species Monitoring, Control and Eradication plan is not yet developed by the Municipality.
NEM: Waste Act	To manage waste activities within the country and to encourage waste recycling programmes within the Municipalities	✓ To manage waste activities within municipal jurisdiction ✓ To provide waste services in an acceptable standard ✓ To develop integrated waste management plan as per section 11 of the Waste Act ✓ To designate a Waste Management Officer	The Municipality is providing waste services but not to the standard required by the policy. IWMP has been finalised and adopted in 2017. The Waste Management Officer (WMO) has been designated.
Renewable Energy Strategy	Renewable Energy Policy set a target of 10,000 GWh of renewable energy generation by 2013	To undertake the feasibility studies to understand better sources of renewable energy	Studies have been undertaken at a District level for Biomass, Solar and Hydro.

TABLE 10: ENVIRONMENTAL LEGISLATION APPLICABLE TO NDWEDWE MUNICIPALITY

Summary of Threatened Species- Ndwedwe Municipality

Flora	Founa	
Diaphananthe millari - Vu **Kniphofia pauciflora - Cr Senecio exuberans**	**Reptiles** ✓ Scelotes inornatus ✓ (Legless BurrowingSkink) ✓ Bradypodion melanocephalum (Blackheaded Dwarf Chameleon) ✓ **Amphibian** ✓ Hyperolius pickersgilli	**Mammals** ✓ Dendrohyrax arboreus – (Southern tree hyrax) LC ✓ **Invertebrates: Molusca** ✓ Euonyma lymnaeformis ✓ Gulella euthymia (Warty hunter snail) ✓ **Milipedes** ✓ Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus ✓ Doratogonus natalensis , Doratogonus rubipodus,

	✓ (Pickersgill's Reed Frog) E Birds ✓ Anthropodes paradise – ✓ (Blue crane) Vu ✓ Balearica regulorum – (Crowned crane) Vu	✓ Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatius bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe

TABLE 11: SUMMARY OF THREATENED SPECIES WITHIN NDWEDWE MUNICIPALITY

Summary of Biodiversity within Ndwedwe Municipality

Municipal Area	115 743.8 ha
Remaining natural areas	65 422.2 ha (56.5% of municipality)
Areas where no natural habitat remains	50 316.8 ha (43.5% of municipality)
Protected areas	No protected areas.
Biomes	**2 Biomes** ✓ Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) ✓ Savanna 68399.5ha (59.1% of municipality)
Vegetation Types	**6 Vegetation types** ✓ Eastern Valley Bushveld 10447.3ha (9.03% of municipality) ✓ KZN Coastal Belt 46663.4ha (40.32% of municipality) ✓ KZN Sandstone Sourveld 9900.3ha (8.55% of municipality) ✓ Midlands Mistbelt Grassland 178.3ha (0.15% of municipality) ✓ Ngongoni Veld 47575.3ha (41.1% of municipality) ✓ Scarp Forest 979.1ha (0.85% of municipality)
Threatened Terrestrial Ecosystems	**Critically endangered (4)** ✓ Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality) ✓ Interior North Coast Grasslands - 4948.5ha (4.28% of municipality) ✓ New Hanover Plateau - 7951.1ha (6.87% of municipality) ✓ Umvoti Valley Complex - 4294.3ha (3.71% of municipality) ✓ KZN Sandstone Sourveld - 3707.3ha (3.2% of municipality) **Vulnerable (4)** ✓ Eastern Scarp Forest - 537.5ha (0.46% of municipality) ✓ KZNCoastal Belt - 11978.3ha (10.35% of municipality) ✓ Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality) ✓ Ngongoni Veld - 22873.4ha (19.76% of municipality)
Freshwater ecosystems	**Water Management Areas: 2** ✓ Mvoti to Umzimkulu 113607.3ha (98.15% of municipality) ✓ uThukela 2136.8ha (1.85% of municipality) **Main Rivers:** ✓ Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati **Wetlands** ✓ 103 vering 230.9ha (0.2%)

TABLE 12: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY

1.4 SERVICE DELIVERY OVERVIEW

1.4.1 WATER AND SANITATION



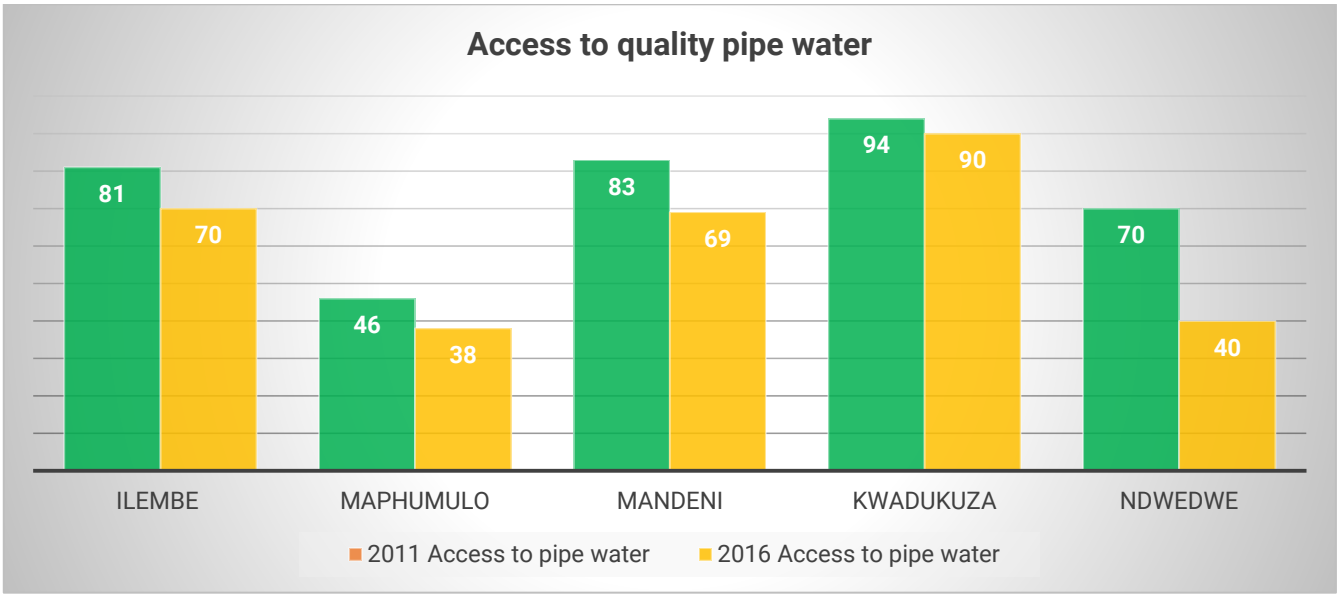
Ndwedwe Local Municipality is not mandated to provide water and sanitation services however, iLembe District Municipality is the Water Service Authority for Ndwedwe Municipality since 2003. The iLembe District Municipality has a Water Service Development Plan (WSDP) Plan that has been adopted in 2016.

The WSDP is **linked** and aligned to the Ndwedwe municipality long-term development plan as well as the Spatial development framework, District Growth and Development Plan, Housing and Integrated Waste management plans. The role of the iLembe Technical Services Department is to provide water and sanitation services throughout the District thereby eliminating backlogs.

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

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

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



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

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

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

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

1.4.2 ROADS

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

The following achievements were as follows:

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

1.4.3 CAPITAL PROJECTS ACHIEVEMENTS FOR FINANCIAL YEAR ENDNING 2019-2020

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

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

TABLE 13: CAPITAL PROJECTS ACHIEVEMENTS

1.4.4 SOLID WASTE MANAGEMENT

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

1.4.4.1 WASTE AWARENESS & RECYCLING INITIATIVES BY EPWP

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

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

1.5 FINANCIAL OVERVIEW

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

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

1.6 ORGANISATIONAL OVERVIEW

1.6.1 ORGANISATIONAL STRUCTURE

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

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

1.6.2 HUMAN RESOURCE ACHIEVEMENTS

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

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

TABLE 14: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

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

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

TABLE 15: NUMBER OF EMPLOYEES

1.6.3 FILLING OF CRITICAL POSTS

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

1.6.4 VACANCY RATE

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

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

TABLE 16: VACANT POSITIONS

1.7 AUDITOR-GENERAL REPORT

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

1.8 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 Draft Annual Report 2019/2020 financial year will be submitted to Senior Management and the Auditor-General for scrutiny. After the comments of Senior Management has been included, the Draft Annual Report will be submitted to the Auditor-General. The Draft Annual Report will be tabled to the Council for consideration and noting.

The Draft Annual Report will be submitted to the Auditor-General, Provincial Treasury and the Provincial Department responsible for Local Government in the Province. Thereafter the Draft Annual report will be published for public comment by the end of January.

The Municipal Public Accounts Committee (MPAC) will meet to discuss the Draft Annual report, and a recommendation on whether it is approved or rejected will be drafted in the Oversight report within two months after the approval of the Annual Report.

The Oversight and Annual reports will be tabled to Council for approval after all the comments have been considered by the end of March. The table below illustrates a more detailed look into the legislative requirements.

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

TABLE 17: OVERVIEW OF THE STATUTORY ANNUAL REPORT PROCESS



CHAPTER 2 – GOVERNANCE

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.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The municipality operates within the plenary system and has 19 wards. Governance comprises of both political and management governance and in addition intergovernmental relation, public participation and accountability.

Political structure is responsible for executive and legislative powers and functions in terms of the constitution as well as relevant National and provincial legislations. Administration structure is responsible for cooperative governance and administration of the affairs of municipality.

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant National and Provincial legislation.

The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the municipality. The Municipal Systems Act, Act 32 of 2000 (Section 2) states that a municipality is constituted by its political structures, municipal administration and its community. Ndwedwe Local Municipality is therefore structured as follows:

Political Governance Structures

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

The Municipal Administration

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

Community Structures

- Ward Committees

POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

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

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



HIS WORSHIP THE MAYOR N.V CHILI



DEPUTY MAYOR E.N BLOSE



HONOURABLE SPEAKER G.K NGIDI

1.1 THE MUNICIPAL COUNCIL

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

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

The list below indicates the number of Councillors as follows:

	NAME	WARD
1.	CLLR GK NGIDI (The Honourable Speaker) (Exco)	PR-ANC
2.	CLLR N V CHILI (His Worship the Mayor) (Exco)	PR-ANC
3.	CLLR E N BLOSE (Deputy Mayor) (Exco)	PR-ANC
4.	CLLR M P BUSANI (EXCO Member)	PR-ANC
5.	CLLR S ZONDI	PR-ANC
6.	CLLR ZS THOOLSI (EXCO Member)	PR-ANC
7.	CLLR H LB MAKATHA	PR-ANC
8.	CLLR T MHLANGA	PR-ANC
9.	CLLR M V SHEZI	PR-ANC
10.	CLLR SB SIBISI (EXCO Member)	1
11.	CLLR N D C MAPHUMULO	2
12.	CLLR R M CELE	3
13.	CLLR MM KHUZWAYO	4
14.	CLLR M N GWAMANDA	5

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

TABLE 18: LIST OF COUNCILLORS

The Municipal Structures Act, Act 118 of 1998 (Section 37(c) requires Municipal Councils to meet quarterly to ensure compliance with the legislative requirement however the Council can meet at any time to consider special items on the agenda.

However, in order to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months.

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

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.

an equality on votes cast, the Speaker exercise a casting vote in addition to that of him being a Councillor.

1.1.1 THE EXECUTIVE COMMITTEE

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

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

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

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

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

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

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

TABLE 19: LIST OF EXCO COUNCILLORS

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

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

- perform the functions of an Executive Committee set out in the Local Government: Municipal Structures Act, 1998;
- take such action as may be necessary to ensure compliance by the Council with all legislation relating to or affecting local government;
- exercise all Powers of the Council which may be delegated by the Council in terms of the Constitution or any other law and which has not been delegated or assigned to any Municipal Functionary or municipal employee or is not deemed to be so delegated or assigned in terms of any law;
- consider and determine any particular matter or issue or any matter of policy referred to the Committee by the Municipal Manager;
- take any necessary or incidental decisions for the management or administration of any resolution of the Council.

1.1.2 PORTFOLIO COMMITTEES

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

FINANCE COMMITTEE	✓ Cllr NV Chili – (Mayor) Chairperson	ANC
	✓ Cllr SZ Mfeka	ANC
	✓ Cllr BJ Blose	ANC
	✓ Cllr MK Nkosi	ANC
	✓ Cllr TM Masinga	ANC
	✓ Cllr MV Shezi	ANC
	✓ Cllr SS Hlophe	EFF
	✓ Cllr RT Nkwanyana	IFP
	✓ Cllr NDC Maphumulo	ANC
	✓ Cllr MS Sishi	IFP
EDP COMMITTEE	✓ Cllr ZS Tools - Chairperson(Exco)	ANC
	✓ Cllr HLB Makhatha	ANC
	✓ Cllr DM Goqo	ANC
	✓ CllrM Mthethwa	ANC
	✓ Cllr PS Goba	ANC
	✓ Cllr MM Khuzwayo	ANC
	✓ Cllr MM Gwamanda	ANC
	✓ Cllr MS Sishi	IFP
	✓ Cllr RT Nkwanyana	IFP
	✓ Cllr Hlophe	EFF
	✓ Inkosi PB Gumede	
HR COMMITTEE	✓ Cllr EN Blose –Chairperson	ANC
	✓ Cllr T Mhlanga	ANC
	✓ Cllr MM Khuzwayo	ANC
	✓ Cllr LZ Makhanya	ANC
	✓ Cllr RM CELE	ANC
	✓ Cllr MK Nkosi	ANC
	✓ Cllr S Zondi	ANC
	✓ Cllr J Luthuli	IFP
	✓ Cllr PS Shezi (Exco)	IFP
	✓ Cllr BR Mzobe	DA
	✓ MR BA Buthelezi (ADCS)	
	✓ Inkosi T Cibane	
COMMUNITY SERVICES COMMITTEE	✓ Cllr MP Busane –chairperson	ANC
	✓ Cllr NDC Maphumulo	ANC
	✓ Cllr VMR Magubane	ANC
	✓ Cllr SE Dladla	ANC
	✓ Cllr M Vilakazi	IFP
	✓ Cllr NY Mlotshwa	IFP
	✓ Cllr LG Ngcobo	ANC
	✓ Cllr LM Ndlovu	ANC
	✓ Cllr HLB Makhatha	ANC
	✓ Cllr BJ Blose	ANC
	✓ Inkosi S Khumalo	
INFRASTRUCTURE COMMITTEE	✓ Cllr SB Sibisi – Chairperson	ANC
	✓ Cllr MN Gwamanda	ANC
	✓ Cllr SZ Mfeka	ANC
	✓ Cllr S Zondi	ANC
	✓ Cllr M Ngidi	ANC
	✓ Cllr SE Dladla	ANC
	✓ Cllr LG Ngcobo	ANC
	✓ Cllr TM Masinga	ANC
	✓ Cllr PS Shezi	IFP
	✓ Cllr S Jali	IFP
	✓ Inkosi B Ngcobo	

MPAC	✓ Cllr RM Cele – Chairperson	ANC
	✓ Cllr MN Gwamanda	ANC
	✓ Cllr SE Dladla	ANC
	✓ Cllr LM Ndlovu	ANC
	✓ Cllr HLB Makhatha	ANC
	✓ Cllr S Zondi	ANC
	✓ Cllr MV Phewa	IFP
	✓ Cllr LZ Makhanya	
	✓ Cllr BR Mzobe	DA

TABLE 20: LIST OF PORTFOLIO COMMITTEES

Each of the Committees has defined terms of reference covering the whole range of the functions of the Municipality. The Portfolio Committees meet once per month and the recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee.

Portfolio Committees do not have any delegated powers. In addition, in view of the priority to which the Council affords Economic Development; it has established a Municipal Entity to focus on Economic Development in the District. The activities of the Entity are monitored by the Economic Development and Planning Portfolio Committee.

1.1.3 SUB-COMMITTEES

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

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

1.1.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

The Committee examines: -

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

1.1.5 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

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

- Audit Committee;
- Performance Management Audit Committee; and

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

1.1.6 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

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



ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the Head of the Administration and Accounting Officer of the Municipality and is primarily responsible for service delivery. The administration comprises the Office of the Municipal Manager and 4 Directorates namely Corporate Services, Technical Services, Community Services and Financial Services Directorate. The Municipal Managers office comprises Public Participation, Social Cohesion, Mayoral Support and Communications, IDP and PMS Unit and Risk Management and Internal Audit.

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

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

Directorate	Title, Name and Designation	Functions
Office of Municipal Manager	Municipal Manager	The functions and responsibility of the Municipal Manager are contained in Section 55 of the Local Government Municipal Systems Act, Act 32 of 2000: "(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.
Planning, Development and Technical Services	**Economic Development and Planning**	The Accounting Officer may in terms of S 77 of the MFMA delegate any of the powers or duties assigned to an Accounting Officer: ✓ Planning – IDP ✓ Local Economic Development – business plans to secure funding. ✓ Service Delivery – Operational and strategic in terms of planning. ✓ Building control
Corporate Services	**Corporate Service**	✓ Human resource management ✓ To build a transparent administrative body capable of achieving transparency and integrity whilst addressing employment equity and affirmative action ✓ To promote skills development throughout the administration structure ✓ Information and Communications Technology; ✓ Administration and Auxiliary Services; ✓ Legal Services
Community Services	**Community Services Directorate Vacant**	Responsible for the operations and performance in the following sections: ✓ Facilitate community involvement in terms of consultative processes ✓ Sports & Recreation, ✓ Arts & Culture; ✓ Social and Community Development; ✓ Library Services; ✓ Facility Management. ✓ Traffic Law Enforcement; ✓ Disaster Management
Technical and Infrastructure Development	**Technical Services Directorate**	The Technical Services Directorate is responsible for the following: ✓ Construction and maintenance of roads and storm water within the municipality's jurisdiction ✓ Refuse removal, solid waste disposal, landfill sites and street cleaning ✓ Maintenance of Council buildings ✓ Maintenance of municipal parks, public open spaces ✓ Maintenance and expansion of municipal cemeteries.

TABLE 21: ADMINISTRATION STRUCTURES



STRATEGIC PRIORITY: HUMANS RESOURCES AND ORGANISATIONAL DEVELOPMENT

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

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

STRATEGIC PRIORITY: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

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

STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT AND PLANNING

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

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

STRATEGIC PRIORITY: FINANCIAL VIABILITY AND MANAGEMENT

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

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

STRATEGIC PRIORITY: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

COMPONENT B: INTERGOVERNMENTAL RELATIONS (IGR)

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

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

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

1.1 INTERGOVERNMENTAL STRUCTURES

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

DISTRICT INTERGOVERNMENTAL STRUCTURES

The Ndwedwe Municipality is part of the IGR structures in the ILembe District Municipality (IDM). IGR in the IDM was initially introduced in 2006 and has since developed fully.

There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programme and or projects that are inter-reliant as provided by the IDPs.

There are 10 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National Sector Departments.

Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcomes.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum).

In addressing service delivery issues, the iLembe District municipality has established a number of forums where the family of municipalities within the district are represented.

These forums provide a platform for engagement on the different service delivery issues and for coordination and monitoring of the effectiveness of these forums. Ndwedwe Municipality is fully participating in the following IGR Structures as follows:



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

TABLE 22 : IGR STRUCTURES

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

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

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

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

PUBLIC MEETINGS

INTRODUCTION COMMUNICATON, PARTICIPATON AND FORUMS

PUBLIC PARTICIPATION

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

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

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

HOSTING WARD	WARD ATTENDING	VENUE	DATE	TIME
16	15, 16, 17, 18, 19	Msele Sports-field	05/11/2019	10h00
5	2, 4, 5, 6	KwaDeda Sports-field	07/11/2019	10h00
8	1, 3, 7, 8	Qinisani School	20/11/2019	10h00
12	9, 10, 11, 12, 13, 14	Hloniphani Sports-field	04/12/2019	10h00
7	2, 3, 4, 7, 8	Ntola Sports-field	07/12/2019	10h00

TABLE 23: PUBLIC / STAKEHOLDER PARTICIPATION DURING IDP PROCESS



Cluster 1
Ward 1 at Mnsonono Sport field
Date: 19 October 2018

Cluster 1: Date: 5 November 2019
Ward: 15, 16, 17, 18 and 19 at Msele Sport field

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

Cluster 2: Date: 07 November 2019
Ward: 02, 04, 05, 06 at KwaDeda Sports-field

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

Cluster: 3: Date: 20 November 2019
Wards: 1,3,7,8 at Qinisani School

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

Cluster: 4:Date: 04 December 2019
Wards: 9,10,11,12,13,14 at Hloniphani Sports-field

WARD	ISSUES
9	Request for a bridge at Mayelisweni
	Request access road at Ozwathini
	Request renovations and security at Cana Hall
	No water at Montebello
11	Compliments on building an access road from the clinic to wards
	Request progress on housing projects
	Complaints regarding Eskom

12	Complaints regarding water
	Communities are not involved in demarcation processes
	There is no bridge at Sokhulu area
	Bad conditions of road D986 and DH36
	Request for housing at Mthebeni area
	Report of a tent for agriculture
14	Ntubeni area there was no public meeting called
	Complaints about councillors not responding to SMS's and calls
	Employment of local labourers

TABLE 24: PUBLIC PARTICIPATION MEETINGS

PUBLIC MEETINGS

In terms of the Local Government: Municipal Systems Act No. 32 Of 2000 and Regulations, Chapter 4 Stress Community Participation.

Public participation meetings are convened once every quarter where public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities.

The municipality utilise the following mechanisms for public participation which are articulated in the IDP Process Plan:

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

The extent to which the community understand the above-mentioned issues has not reach a level where the municipality will conclude in saying that public participation is at an adequate level.

Some of the communities over a long period engagement with the municipality are beginning to understand some of the development issues, but majority still do not understand.

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

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

PUBLIC PARTICIPATION STRUCTURES



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

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

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

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

PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

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

- **IDP Representative Forum:** this Forum is constituted by Ward Councillors, Ward Committee Members, Traditional Leaders, Community Development Workers (CDWs), Community Based Organisations (CBOs), Non-Governmental Organisations (NGOs); District Municipality, Sector Departments, State Owned Enterprises (SOEs), etc. This Forum is consulted in respect of the IDP, PMS, budget, and other strategic decisions by the municipality. The Forum is able to sit two or three times in a financial year. The attendance of the meetings of the Forum has increased considerably over the years. The challenge remains on the part of the government departments and SOEs to honour invitations

- **Mayoral Izimbizo:** The Izimbizo is one way of involving the communities to the activities of the municipality. The communities are normally consulted at this level when the Mayor tables the IDP and Budget. This financial year, the Izimbizo will be improved to include a systematic reporting to the communities in respect of IDP-Budget Implementation, etc. It is, however, important to note that the Izimbizo are not a replacement of IDP forums, but are complementary in their nature.

- **District Forums:** ILembe District Municipality has, on more than one occasion, held successful forums/Izimbizo. This is particularly important considering that the District is directly responsible for the delivery of water and sanitation functions.

- **Ward Committees:** since the establishment of the Ward Committees by the Office of the Speaker, there has been a considerable improvement in the functioning of these structures. The Speaker's Office is currently considering making a serious performance audit of these structures. This would ensure that planned meetings are held and that there is great interaction between the community members and the committee, and that Traditional Councils are effectively engaged for greater participation. All wards in Ndwedwe have their Ward Committees which are functional. These forums sit once a month. This structure reports to the ward Councillor, and the information is escalated to the Municipality.

- **Community Development Workers (CDWs):** the CDWs have proven to be very useful in terms of ensuring successful service delivery. These are responsible for community-based planning and Ward Plans. They are also assisting in information gathering for ward committees and providing a general support to ward committees in advising residents on how to solve their problems. However, there is room for improvement in terms of leveraging the development support and role of CDWs in the administrative machinery of the municipality.

- **Joint Coordinating Committee (JCC) (Synergizing partnership between local government and traditional councils):** since the Department of Local Government and Traditional Affairs started this initiative; the municipality took the opportunity to ensure that there are systematic working relations between itself and traditional councils. The meetings of the JCC have proven to be successful since the inception of this partnership. There is, however, a need to ensure that both Councillors and Amakhosi are trained to ensure that the partnership becomes a success. Such training is going to start at the level of clarifying roles and functions, i.e. ground rules for effective partnership. Amakhosi do participate in Council meetings as part of Section 81 of Municipal Structures Act.

- **Municipal Staff (Public Participation Officers):** The Office of the Speaker is responsible for public participation. However, this Office cannot function effectively if it is not assisted by dedicated personnel. To that effect, the municipality has appointed two Public Participation Officers.

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

- There is no manufacturing, commercial, tourism or tertiary services employment opportunities currently in the area.
- Overcoming difficulties in accessing tribal land for development opportunities.
- The backlog in the provision of basic services such as water, sanitation, electricity, and housing.
- Inadequate road infrastructure has negative impact on the economy as well as on the general accessibility to certain sections of the Municipality.
- Steep landscape and fragmented settlement pattern have negative impact on municipality's internal and external linkages, rendering the servicing of the area to be costly and being conditionally suitable for a series of land uses and activities including commercial agriculture, and cost-efficient housing.

WARD COMMITTEES

Ward Committees are statutory committees established in terms of Part 4 of Chapter 4 of the Local Government Municipal Structures Act, Act 117 of 1998. Ward committees play a vital role in bridging the gap between the Community and the Municipality. Ward Committees are not political but are nevertheless elected for a period of five years that runs concurrently with the term of office of the Municipal Council.

All the wards within Ndwedwe Local Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. Ndwedwe has 190 *Ward Committees Members* within 19 wards. The ward committees in the Municipality are largely functional with the support they receive from municipality and COGTA. The ward committee membership is 100%.

Functionality of Ward Committees

Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	**CLLR S.B. SIBISI** ✓ Nokulunga C ✓ Kholwani Dube ✓ Zibuyile Mngadi ✓ Zamantugwa Khumalo ✓ Mygirl Mbonambi ✓ Duduzile Gumede ✓ Musawenkosi Jama ✓ Patrick Mthethwa ✓ Dlokwane N Nzuza ✓ Thembinkosi Obed Cele	Yes	10	10	4
2	**CLLR NDC MAPHUMULO** ✓ Welcome Ndimande ✓ Melusi Ndimande ✓ Nkosinathi Mkhwanazi ✓ Nomkhosi Mzobe ✓ Thandazile Nzama ✓ Nonjabulo Mkhize ✓ Philisiwe Mthembu ✓ Phinda W Hlatshwayo ✓ Thembani Gcabashe Falakhe Nkuna	Yes	10	10	4

3	**CLLR RM. CELE** ✓ Sicelo Shabalala ✓ Mziwamandla Buthelezi ✓ Lydia Masinga ✓ Messy Maphumulo ✓ Bheki Hlatshwayo ✓ Thandekile Gumede ✓ Nhlanhla Mthembu ✓ Philangenkosi Cele ✓ Phumelele Thwala Wonderboy Ngcobo	Yes	10	10	4
4	**CLLR MM. KHUZWAYO** ✓ Thobile Mavundla ✓ Mzikayifani Dladla ✓ Bhekumuzi Enock Shange ✓ Vincent N Khuzwayo ✓ Snenhlanhla Dube ✓ Bhekumuzi Ngcobo ✓ Thandiwe Myeza ✓ Bhekumuzi Mavundla ✓ Smangele Dladla Thobani Ndelu	Yes	10	10	4
5	**CLLR MN. GWAMANDA** ✓ Erick Makhanya ✓ Kwazi Mkhize ✓ Nozipho Sibisi ✓ Sindisiwe Gwamanda ✓ Zakhele Mthwana ✓ Ndumiso Mnyaka ✓ Teddy Mnguni ✓ Nqobile Nkwakhwa Mgunyathi Makhanya	Yes	10	10	4
6	**CLLR SE. DLADLA** ✓ Thamsanqa Maphumulo ✓ Khethukuthula Mthembu ✓ Nokuphila Dube ✓ Bongiwe Ngidi ✓ Phillis Maphumulo ✓ Thembi Ngcobo ✓ Ntozini Dladla ✓ Makhosazane Maphumulo ✓ Ntozonke Maphumulo Zimisele Khanyile	Yes	10	10	4
7	**CLLR B.J BLOSE** ✓ Matilda Ngcobo ✓ Qaphela Ngcobo ✓ Thembelani Mngoma ✓ Sihle Mngadi ✓ Sibusiso Luthuli ✓ Vukani Luthuli ✓ Musawenkosi Dludla ✓ Nokuthula Xulu ✓ Mzuvele Mavundla Slindile Mhlungu	Yes	10	10	4

8	**CLLR SZ. MFEKA** ✓ Ntombeyiningi Maphumulo ✓ Zanele Mfeka ✓ Philani Khubisa ✓ Mziwenkosi Mgobhozi ✓ Sicelo Shange ✓ Zamokuhle Zwane ✓ Zandile Ngcobo ✓ Nombuso Ncube ✓ Sthembile Mngadi Simphiwe Zungu	Yes	10	10	4
9	**CLLR TM. MASINGA** ✓ Vukani Mzila ✓ Nkosinathi Ngcobo ✓ Ndumiso Nzama ✓ Londiwe Mbambo ✓ Skhumbuzo Ngcobo ✓ Bongeka Mzobe ✓ Nkosinathi Ndlovu ✓ Nonhlanhla Mkhize ✓ Doctor Luthuli Mbuyiseni Dlamini	Yes	10	10	4
10	**CLLR M. NGIDI** ✓ Skhumbuzo Cele ✓ Bhekokwakhe Cibane ✓ Maria Mchunu ✓ Kate Doli Ngcobo ✓ Mpilo Eunice Makhathini ✓ Khanyisile Gumbi ✓ Gcinokwakhe Mabaso ✓ Thulisile Ngcobo ✓ Mxolisi Ngcobo Lynette Ngcobo	Yes	10	10	4
11	**CLLR M. MTHETHWA** ✓ Themba P Ngcobo ✓ Sizakele Phewa ✓ Zukiswa Mdluli ✓ Lindokuhle Mdima ✓ Thulisile P Gumede ✓ Ntomifuthi Ngidi ✓ Ntuthuko Ngobese ✓ Fikani N Khumalo ✓ Mlungisi Mngadi Khumbulani Nduli	Yes	10	10	4
12	**CLLR LM. NDLOVU** ✓ Maxwell Chili ✓ Richman Ngwane ✓ Nokuthula Khuzwayo ✓ Nonhlanhla Dube ✓ Khayelihle Mkhize ✓ Thamsanqa J Mhlongo ✓ Thokozile N Mnyandu ✓ Andries Nkwanyana ✓ Langalakhe Ngwane Cordelia T Manqele	Yes	10	10	4

13	**CLLR M.K. NKOSI** ✓ Sibusiso Mnguni ✓ Nompumelelo Sithole ✓ Sifiso Gumede ✓ Lindiwe Mbatha ✓ Millicent Zuma ✓ Nondumiso Meyiwa ✓ Sibusiso Chili ✓ Nontobeko Shangase ✓ Zamani Mchunu Bavumile Magwaza	Yes	10	10	4
14	**CLLR L.G. NGCOBO** ✓ Julius Makhanya ✓ Zibuse Ngcobo ✓ Mthokozisi Dube ✓ Thembeka Mlangeni ✓ Rose Bhengu ✓ Thobeka Mzobe ✓ Mpume Khanyile ✓ Sanele Zungu ✓ Khayelihle Sibisi Nomthandazo Khati	Yes	10	10	4
15	**CLLR P.S. SHEZI** ✓ Bongani Mdima ✓ Thembekile Dlomo ✓ Nomonde Dingile ✓ Elias Kubheka ✓ Mandlenkosi Cele ✓ Innocent Mkhize ✓ Phumelele Mpanza ✓ Bonginhlanhla Sithole ✓ Zanele Khuzwayo Zwelakhe Hlophe	Yes	10	10	4
16	**CLLR D.M. GOQO** ✓ Mzophetho Ngcobo ✓ Simangele Ndlovu ✓ Mpikiswano Maphumulo ✓ Thembinkosi Simamane ✓ Enock Nzama ✓ Thulisile Maphumulo ✓ Thembiso Madondo ✓ Bongiwe Nzama ✓ Gqibeni Gcabashe Cebolozakha Luthuli	Yes	10	10	4
17	**CLLR V.M.R. MAGUBANE** ✓ Celiwe Bhengu ✓ Mlungisi Mthembu ✓ Lindiwe Shangase ✓ Sakhile Mthiyane ✓ Zibuyile Smamane ✓ Banothile Mgobhozi ✓ Philile Dube ✓ Bheki E Shabane Quietness Bhengu	Yes	10	10	4

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

TABLE 25: FUNCTIONALITY OF WARD COMMITTEES

1.3.2 WARD BASED PLANS

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

PROJECT DESCRIPTION	WARD	PRIORITY
WARD 1	**WARD**	**PRIORTIY**
Electricity	1	1
CDC: Glendale, Hullets, Msonono and Tshepula	1	2
Access Roads: Nhlangwini, Pheyane	1	3
Housing: Msonono, Hullets and Parukapad	1	4
Nhlangwini Hall renovations	1	5
Glendale cemetery	1	6
Nhlangwini Clinic	1	7
WARD 2	**WARD**	**PRIORTIY**
Water	**2**	1
Electricity Type 2	**2**	2
Dalibho CDC	2	3
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	4
Nsuze Sport ground Renovations	2	5
Wewe Clinic	2	6
Speed humps at Nsuze and Shelembe (Done)	2	7
Road: D1518, D1619- D2490	2	8
Vulamehlo, Gcwensa, Creches, Dalibho	2	9
Housing	2	10

Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14
Sanitation Infill	2	15
Co-operatives Support	2	16
Grazing Camp	2	17
WARD 3	**WARD**	**PRIORITY**
Mthombusa CDC	3	1
Waterfall School access road	3	2
Housing	3	3
Land	3	4
Nyangaye Access Road	3	5
Waterfall creche	3	6
Waterfall camp fencing	3	7
Glendale camp fencing	3	8
KwaMagwaza cemetery	3	9
Glendale CDC renovation	3	10
Mthombisa Access Road	3	11
Clinic	3	12
Waterfall community garden fencing	3	13
Glendale deepening tank	3	14
Agriculture: Village	3	15
College : Sawing Skills	3	16
Electricity Infill's: Gweni and Mkhumbuzi	3	17
Department Roads: P716, D1511, L1090, D869 and D1604	3	18
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
Access Roads: Wollongo, Mahlabathini and Mathwala	5	2
Renovation: KwaDeda Club houses	5	3

Connection of KwaDeda Sport field lights	5	4
Electricity tubing of Nambithani Hall	5	5
Zichwayini/Ngunjini Creche	5	6
Housing: Mlamula Phase 2	5	7
Infill's: Electricity and Sanitation	5	8
Electricity Reconnection of Deda Sportground	5	9
Agricultural Co-operative Development	5	10
WARD 6	**WARD**	**PRIORITY**
Access Roads: Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhuza, Zichwayini, Phambela, Simunye,	6	1
Noordsburg Multi-Functional	6	2
water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6
SportGround: Qhubakahle	6	7
Matsheketsheni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10

WARD 7	**WARD**	**PRIORITY**
Housing	7	1
Mvuadla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, Mdanda and Qumiataba Road	7	2
eTsheni Bridge	7	3
Sports Field: Hlalakahle	7	4
Zakhele Library	7	5
Sthukzise Creche renovations	7	6
Lightning conductor	7	7
Water and Sanitation	7	8
Luthuli Community Hall	7	9
Creches: Zakhele, Gogovuma and Mary grey	7	10
Fencing gardens:Isinandi, Sinamuva, Xanyana and Faya.	7	11
Regravelling of (D1617, D891 and D1629)	7	12
Clinic: Luthuli clinic	7	13
May Grey Signage	7	14
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheel Chair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza	7	15
Hospice	7	16
eTsheni Tourism Development	7	17
WARD 8	**WARD**	**PRIORITY**
Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4

Access Road: Mcathu, Makhalegijima, Ntabamhlophe, Maqongqwane and Tsheni	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane and Thokozani	8	7
WARD 9	**WARD**	**PRIORITY**
Electricity Khanyisa sport field	9	1
Sotobe sport field	9	2
Goge sport field	9	3
Mayekelisweni sport field	9	4
Nhlangakazi sport field	9	5
Housing RDP	9	6
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	7
Electricity	9	8
Creches: Montobello, Mayekelisweni, Ozwathini and Nhlangakazi	9	9
Renovation Mantobela hall	9	10
Ozwathini and Nhlangakazi CDC	9	11
Sanitation	9	12
Business Centre/ Market Stall	9	13
WARD 10	**WARD**	**PRIORITY**
Halls: Maqokomela and Dikwayo (hall renovations)	10	1
Market Stalls (Magongolo renovations)	10	2
Creche: Magongolo	10	3
Grazing Camp: Magongolo	10	4
Access road: Nkumbanyuswa,	10	5
Access Road (Magongolo , Vilakazi)	10	6
Access Road (Magongolo, Esgodini) maintenance	10	7
Access Road (Magongolo to Dikwayo) maintenance	10	8
Sportfield Dikwayo	10	9
WARD 11	**WARD**	**PRIORITY**
Access Roads: Nsimbini, Ntathakusa to Mayika, Mwolokohlo to Sjoti, D1509 and D864	11	1
Creche: Sibonelo and Sanguphe	11	2
Mayika Sport Ground	11	3
Renovation of Matholamnyama Sport Ground	11	4
Renovation of Thabang Luthuli Hall	11	5
Matholamnyama bridge	11	6
Sonkombo Hospice	11	7
Co-operatives Support	11	8
Toilets	11	9
Nkumbanyuswa Housing project	11	10
Qadi Housing project	11	11
Industrial Development	11	12

Fencing of Community Gardens	11	13
Nozandla Tourism	11	14
WARD 12	**WARD**	**PRIORITY**
Bridges: Sokhulu and Mgezengwana	12	1
Access roads: Engosini, Ekhohlwa, Isithupha, Jika to Sthupha Clinic, Hloniphani to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ethafeni to Enkwambase	12	2
Halls: Sthupha, Ezibomvini Khohlwa hall	12	3
Sport fields: Ezibomvini, Ekhohlwa, Mthebeni, Nkwambase, Hloniphani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	
Hloniphani Multi-Purpose Centre	12	5
Solar Gysers	12	6
Streetlights	12	8
Creches: Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	9
Kwambase Clinic	12	10
Mgqwayini Primary School	12	11
Tourism Development	12	12
Housing (Qadi)	12	13
WARD 13	**WARD**	**PRIORITY**
Umsunduze, Emakhawula and Entaphuka CDC	13	1
Nhlabamkhosi to Epitsini regravelling	13	2
Electricity at Lihlithemba	13	3
Electricity infill's	13	4
01601 (Mbeki Tuck shop to Ejikeni Tar)	13	5
Nhlabamkhosi bridge (concrete steep)	13	6
Masango Creche and Preschool	13	7
Vumizono Steep Concrete (Mona Road)	13	8
Inhlabamkhosi Creche	13	9

Housing	13	10
WARD 14	**WARD**	**PRIORITY**
Umdloti Bridge	14	1
Nompande Sportsfield	14	2
Electricity infill	14	3
Toilets infill	14	4
Bhanoyi Road	14	5
Edabe Creche	14	6
Ezindlovni -Jele Road	14	7
Mthebeni Bridge	14	8
Bhethemu Road	14	9
Edabe Road	14	10
School (Msunduze/ Bhanoyi)	14	11

WARD 15	WARD	PRIORITY
Ogunjini project Phase 2, Type 2 Eskom and Ndwedwe	15	1
Roads: Mayekeni, Shakavillage(Mnguni Road) and Mzileni, Nhlabathi, Phewa	15	2
Ndwedwe Centeral Indoor Sports Centre	15	3
Nyongwana and Ngwane Road (concrete	15	4
Cricket Sports field	15	5
Art and Culture Centre	15	6
Qadi housing project	15	7
Nkumbanyuswa housing project	15	8
15 Boreholes (iLembe or Public Works)	15	9
Crèches: Mzamo,Mpungeni, Mzokhulayo and Mutwa/Madimeni	15	10
Geysers	15	11
Mzokhulayo Sports field and Netball court	15	12
Swimming Pool Academy	15	13
WARD 16	**WARD**	**PRIORITY**
Electricity	16	1
Sanitation (Infill)	16	2
Water	16	3
Umsilili Hall, Meyane Hall	16	4
Uqeko Bridge, Hoqweni Bridge, Msilili Bridge, Nonoti, Mahedeni bridge	16	5
Access Roads: Chameni, Mahedeni, Dlayejwana, Mnamani, Mbhukubha , Nonoti, Ediphini to Ntendeni, Mgezanyoni,Gade	16	6
Housing Phase 2	16	7
Fencing of Community Gardens and Grazing Camps (Malangeni, Cibane and Wosiyane)	16	8
Renovationns: Siphesihle, Gweni Hall, Cibane Creche,	16	9
P716, D1604, D1512	16	10
Msilili Creche construction	16	11
Ndaka and Nobanga Sportground	16	12
Cibane Hall	16	13
Msilili and Wosiyane CDC	16	14
Renovation of Cibane sportground	16	15
Msilili Clinic	16	16
WARD 17	**WARD**	**PRIORITY**
Water	17	1
Mdloti Bridge	17	2
Housing	17	3
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	4
Toilets	17	5
Access Roads: Gem road, Khalweni road, Magawini road, Sxubhelo	17	6
Road: P716, D1543, A3826, L1042	17	7
Grazing camp	17	8

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

TABLE 26: WARD PRIORITRES

1.4 IDP PARTICIPATION AND ALIGNMENT

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

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the section 54/56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

TABLE 27: IDP PUBLIC PARTICIPATION ALIGNMENT

1.5 DISASTER RISK REDUCTION AND MANAGEMENT

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans.

Ndwedwe Municipality, as an area that is prone to various natural hazards, has complied with these legislative requirements through the development and implementation of its disaster risk management plan. The Disaster Management Unit presently falls within Community Services Department.

There is a Disaster Management Officer. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

1.5.1 Legislative Framework

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

- Each District Municipality / Metro establishes a policy framework for disaster management
- in consultation with the local municipalities, which is consistent with national frameworks;
- Each District Municipality must establish a disaster management centre; and
- Each Local Municipality must prepare and implement a disaster management plan.

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

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

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

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

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

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

1.5.2 Risk Reduction and Prevention

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

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

1.5.3 Response and Recovery

As required by the disaster management legislation, the District must play its meaningful role as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities.

Once assessments are conducted, the District Issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plan to ensure the high state of readiness during all seasons.

1.5.4 Education, Training, Research and Public Awareness

The issue of building disaster management capacity within the district is of utmost importance. It is in this view that the District continues to implement community awareness and capacity building programmes.

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

1.5 WASTE MANAGEMENT

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

- Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including, but not limited to preparation of the Integrated Waste Management Plan (IWMP), designation of
- Waste Management Officers (WMO's), and development of Municipal waste management by-laws in order.
- Lack of waste management information system and lack of waste generation data. This includes information on waste streams/types produced within the Municipality.
- Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.
- Lack of recycling initiatives.
- Issues of illegal dumping and creating awareness on waste management.
- The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution. Currently, the waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale.

1.5.1 Waste collection and Temporary Storage within the Ndwedwe Municipality

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

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

TABLE 28: STATUS OF WASTE MANAGEMENT COMPLIANCE AT NDWEDWE MUNICIPALITY

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

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

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

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

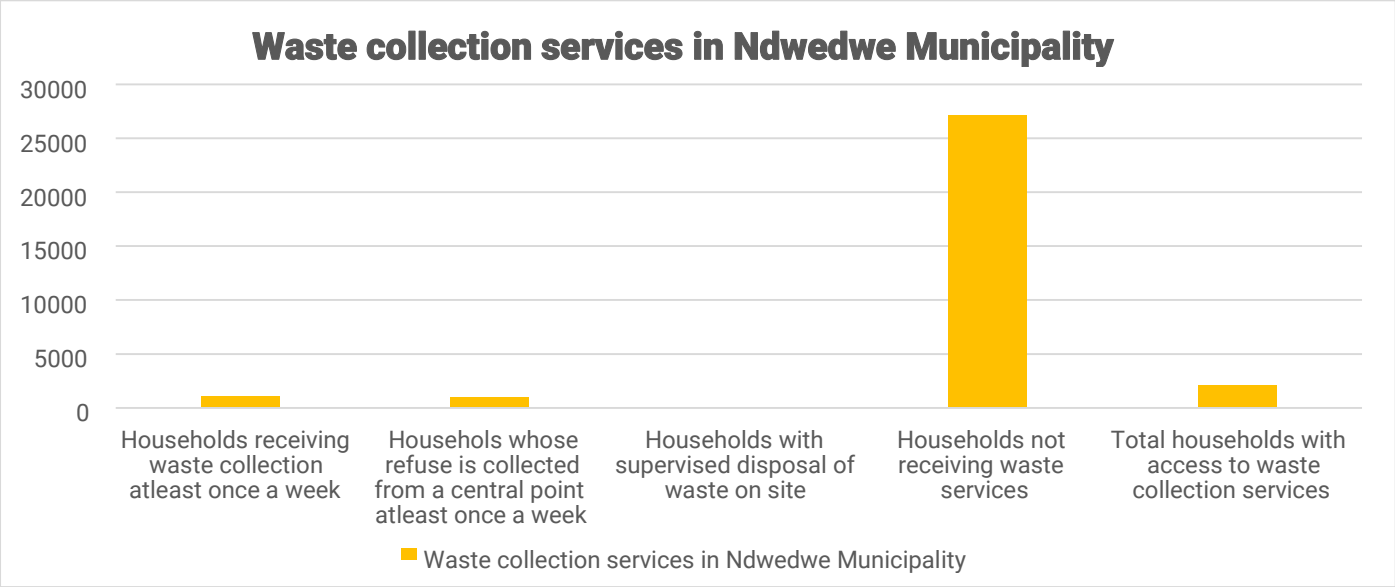


FIGURE 2: A GRAPH REPRESENTING THE PROVISION OF WASTE MANAGEMENT SERVICES IN NDWEDWE LOCAL MUNICIPALITY (INFORMATION ADAPTED FROM CENSUS, 2011)

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

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

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

Goal 3	Grow the contribution of the waste sector to the green economy.	69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling	✓ No permanent jobs has been created within the Municipality. ✓ Temporary jobs though EPWP have been created within the Municipality ✓ No SMEs or cooperatives participating yet. Ndwedwe Municipality to create job opportunities under waste management
Goal 4	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes.	✓ Approximately 20 % awareness campaigns have been undertaken throughout Municipality ✓ 20 % of schools within the Municipality are currently implementing waste awareness programmes There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme.
Goal 5	Achieve integrated waste management planning.	All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.	✓ Ndwedwe Municipality has finalised its IWMP in 2017 ✓ Currently no waste quantification systems that report information to WIS is currently in existence.
Goal 6	Ensure sound budgeting and financial management for waste services.	All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.	There is a budget allocated for the provision of waste services within Ndwedwe Municipality. Although this is budget is not sufficient.
			Ndwedwe to establish waste management tariff structure.
Goal 7	Provide measures to remediate contaminated land.	Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites.	Ndwedwe Municipality need to identify illegal dump sites within its jurisdiction. This information will be utilised for rehabilitation purposes and to plan for clean-up campaigns.
Goal 8	Establish effective compliance with and enforcement of the Waste Act.	50% increase in the number of successful enforcement actions against non-compliant activities. 800 EMIs appointed in the three spheres of government to enforce the Waste Act.	No EMIs are appointed within the Municipality to ensure compliance and enforcement of the Waste Act. There is a need for Ndwedwe Municipality to draft Waste Management by-laws.

TABLE 29: NATIONAL WASTE MANAGEMENT STRATEGY

5.1.2 Disposal of waste within the Municipality

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

Provision of waste in Ndwedwe local Municipality (Source Statistics SA Census, 2011)						
Ward	Number of Households per ward	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected from a central collection point at least once a week	Number of household with supervised disposal of waste on site	Number of households not receiving waste services	Total number of households with access to waste collection services
1	1997	411	158	None	1429	569
2	1095	9	8	None	1078	17
3	2992	152	33	None	2807	185
4	1304	23	5	None	1276	28
5	1310	40	183	None	1087	223
6	1912	31	45	None	1835	76
7	983	7	12	None	964	19
8	1472	22	6	None	1444	28
9	1038	9	153	None	847	162
10	1481	31	13	None	1438	44
11	7747	42	1	None	1451	43
12	2171	52	226	None	1892	278
13	1608	60	9	None	1539	69
14	1119	22	3	None	1094	25
15	1468	16	26	None	1426	42
16	1377	17	12	None	1349	29
17	1348	46	15	None	1288	61
18	1384	39	21	None	1324	60
19	1646	40	51	None	1555	94
Total	29200	**1069**	**980**	**None**	**27123**	**2052**

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



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

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

b) Waste Management Programmes

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

Programme	Scope	Allocated Budget	Duration
EPWP	As part of the EPWP, the Municipality has appointed a number of people since January 2014 to assist in collection and disposal of waste to skip bins within Ndwedwe town. As noted above due to large quantities of waste that is generated by the community in areas around town.		

TABLE 32: SHOWING NDWEDWE WASTE MANAGEMENT PROGRAMMES

*1.5.3 Implementation of Ndwedwe Integrated Waste Management Plan

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

Target	Actions	2018	2019	2020	2021	2022
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 unserviced 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 indigent register annually	X				
Monitoring and compliance	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

TABLE 33: INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION PLAN

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

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

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

1.1 AUDIT UNIT

The Municipality has the Internal Audit Unit as required by Section 165(1) of the MFMA and an Internal Auditor who reports to the Municipal Manager, however this unit is outsourced to Ntshidi & Associates. Section 165 (2) of the MFMA requires the Internal Auditor to;

a) prepare a risk-based audit plan and an internal audit program for each financial year;
b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to—
    i. internal audit;
    ii. internal controls;
    iii. accounting procedures and practices;
    iv. risk and risk management;
    v. performance management;
    vi. loss control; and
c) perform such other duties as may be assigned to it by the accounting officer".

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

1.2 RISK MANAGEMENT

Section 62(i) (c) of MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management. The Ndwedwe Municipality is assisted by the ILembe District Municipality through a shared services arrangement to assist in mitigating risks.

1.3 SUPPLY CHAIN MANAGEMENT

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

Prospective suppliers or service providers wishing to do business with the council are on 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 so as to prevent or avoid the potential of any fraudulent activities from occurring. Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities.

All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process. The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

1.4 BYLAWS

Municipal By-laws are public regulatory laws which apply in the Municipal Area. Section 11(3) (m) of the Local Government Municipal Systems Act, Act 32 of 2000 empowers the Municipal Council with the legislative authority to pass and enforce Municipal By-laws. A Municipal Council may only pass By-laws on matters falling within its functional mandate. By-laws are superseded by Provincial and National legislation as well as the Constitution.

The main difference between a By-law and a law passed by National and Provincial Government is that a By-law is made by a non-sovereign body, which derives its authority from another governing body, and which can only be made in respect of specific matters within a specific geographic area. It is therefore a form of delegated legislation.

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

1.5 POLICIES

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

Name of Policy	Date of adoption
Fleet management policy	Reviewed date (29 /05/2019)
Bursary Policy	Reviewed date (29/08/2019)
Pauper and Burial Indigent Policy	Reviewed date(30/10/2019)
ICT Policies	Reviewed date(29/10/2019)
PMS Policy	Reviewed date (30/01/2019)
Internship and scarce experiential learning critical & scarce skills policy	New date of adoption(28/11/2019)
ICT Policies ICT Policy and Framework ICT Security Control Policy ICT User Access Management Policy ICT Service Level Agreement Management Policy o (External Service Providers/Vendors) CT Disaster Recovery Policy ICT Data Backup Recovery Policy ICT Standard Operating Procedure Hardware and Software Standardization Policy	(2018 /02/09)
SCM Policy	(2018/05/30)
Budget Policy	(2019/05/30)
Property Rates Policy	(2018/05/30)
Petty Cash Policy	(2018/05/30)

TABLE 34: POLICIES

1.6 WEBSITE

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

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

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

TABLE 35: DOCUMENTS PUBLISHED

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



CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2019/2020 financial year, including governance and administration of the affairs of municipality.

3.1 EXECUTIVE SUMMARY

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2019/2020 financial year.

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2020/21. These KPAs have been included in the municipal scorecard for 2019/2020 financial year. It also presents the year end performance results for 2019/2020. The report is based on the narrative form as per the National key performance areas as follows:

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

3.2 PERFORMANCE MANAGEMENT SYSTEM PROCESSES

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe Framework was reviewed and adopted by Council on the 30 May 2020. 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 2018/19 financial year.

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

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

- **Phase 1:** Planning
- **Phase 2:** Monitoring and managing performance information
- **Phase 3:** Performance measurement and analysis
- **Phase 4:** Performance review and improvement
- **Phase 5:** Performance report.

3.3 PERFORMANCE AND SUPPORTING INFORMATION

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

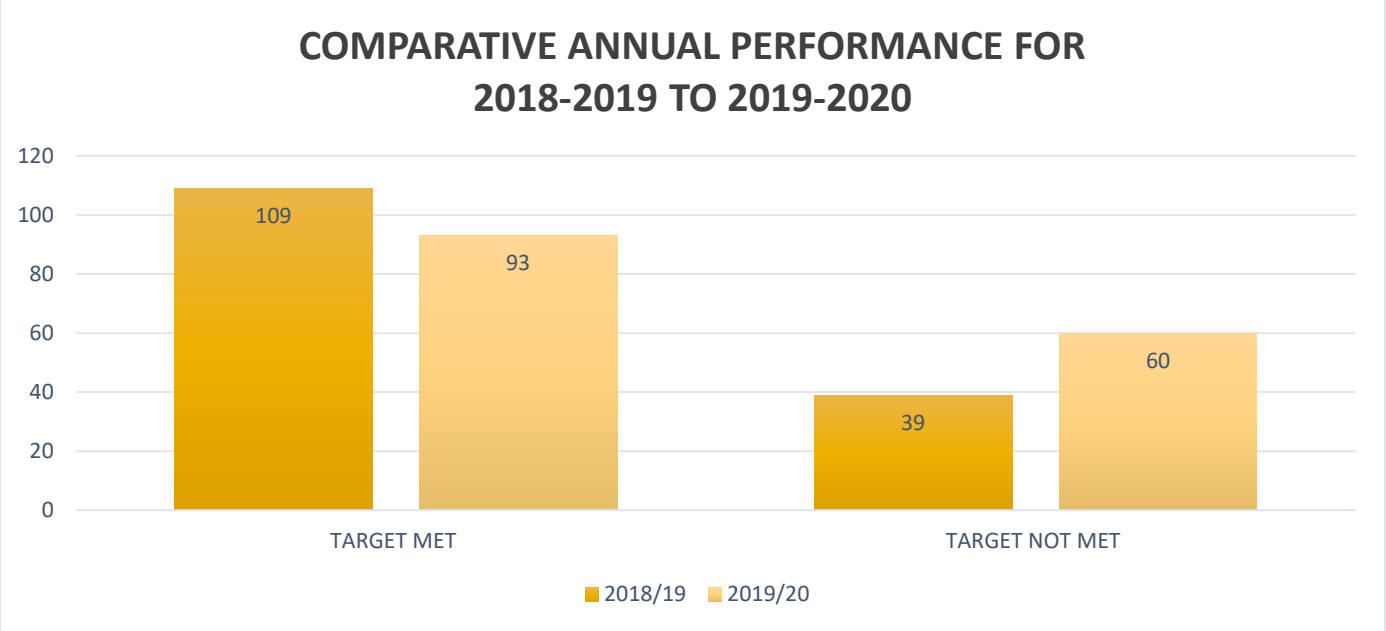
3.4 COMPARATIVE ANNUAL PERFORMANCE FOR 2018/2019 AND 2019/2020 FINANCIAL YEAR

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 2018/2019 and 2019/2020.

FINANCIAL YEARS	TARGET MET	TARGET NOT MET	TOTAL KPI's
2018/19	109	39	148
2019/20	95	58	153

TABLE 36: COMPARATIVE TARGET ACHIEVEMENT INFORMATION



3.5 MAIN CHALLENGE

The COVID-19 pandemic has impacted all aspects of our society and government across all three spheres. COVID-19 has governments around the world operating in a context of radical uncertainty, and faced with difficult trade-offs given the health, economic and social challenges raised by the crisis.

The President's decision on the 26th of March to direct 21 days national 'lockdown' has far-reaching implications not only for Ndwedwe Local Municipality but all municipalities who are at the coalface of the delivery of essential services. All economic sectors were affected by the pandemic.

Therefore, the 21-day lockdown period occurring in the last quarter of the financial year-end 2019/2020 of local government has impact negatively on major infrastructure projects and other departmental projects that have suffered a spin-off effect due to the lockdown restrictions. The projects that were not achieved will be prioritised by management and recommence in the 2020/2021 financial year.

3.6 ORGANISATIONAL PERFORMANCE PER NATIONAL KPA

The annual performance reporting for Ndwedwe Local Municipality is in line with the six (5) National KPAs focuses on Section 46 of the Municipal systems Act requirements.

The Ndwedwe Local Municipality Annual performance was satisfactory, **62%** reported as achieved and **38%** 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.

TOTAL TARGETED KPI'S FOR ANNUAL PERFORMANCE FOR 2019/2020	TARGETS MET	TARGETS NOT MET
153	95	58
	62%	38%

TABLE 37: ANNUAL PERFORMANCE FOR 2019/2020 FY

BUSINESS UNITS	TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED
Office of the Municipal Manager department	69%
Corporate Services department	50%
Technical Services department	50%
Economic Development and Planning department	63%
Finance department	95%
Community Services department	50%

TABLE 38: PERFORMANCE PER DEPARTMENT

KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

To improve, attract, develop and retain human capital and to facilitate institutional transformation and organisational development.

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

2018/2019

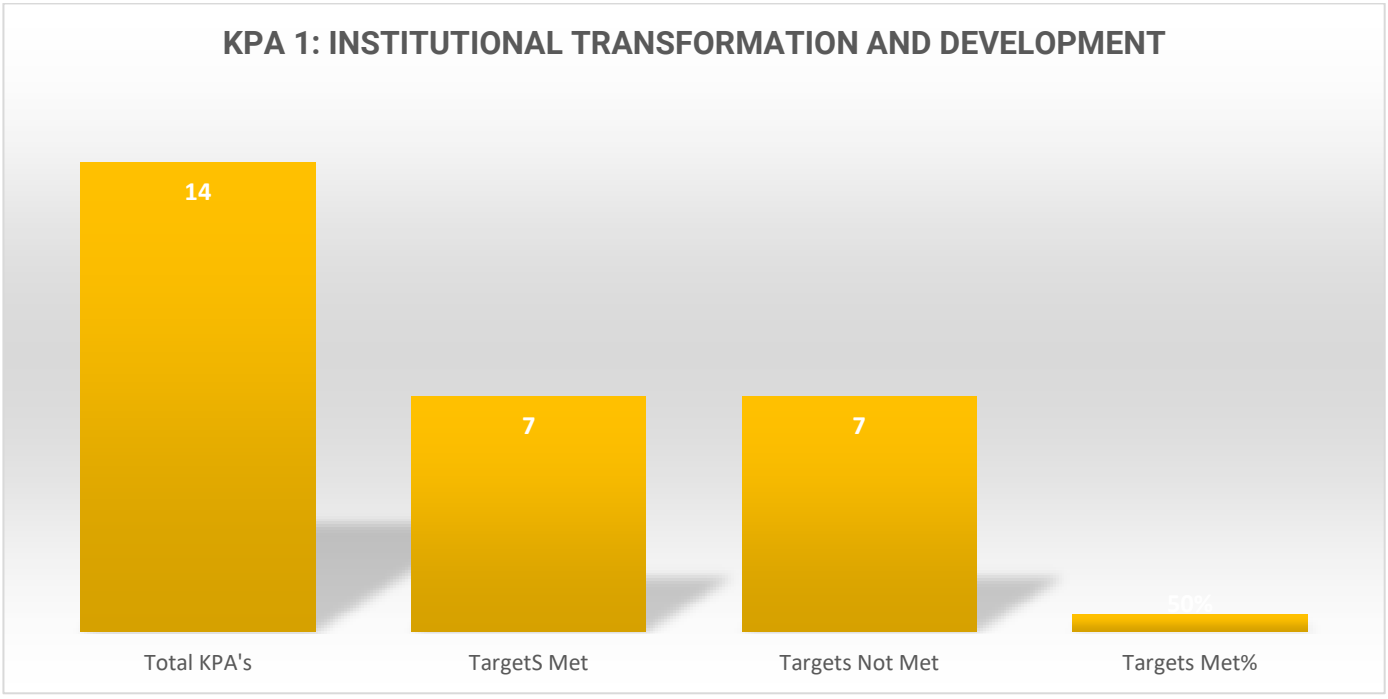
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	18-2(N/A)-16	11	5	69%

TABLE 39: KPA 1: PERFORMANCE OF TARGETS

2019/2020

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	14	7	7	50%

The graph below illustrates the performance of the KPA 1.



GRAPH 1: PERFORMANCE OF THE KPA 1

PERFORMANCE HIGHLIGHTS

- The project is reported as overachieved. 14 WSP skills training programmes implemented. follows: Q1 - 29-31 July 2019, 16 August 2019, 26-29 August2019, 12 Sept 2019, 16-19 Sept 2019. Q2 - 17-18 October 2019, 28-31 October 2019, 5-7 November 2019, 12 November 2019, 19 November 2019, 25-26 November 2019 and 10 December. Q4- 20 May and 24 - 25 June 2020.
- 1% of budget spent on the municipality WSP.
- 12 ICT Backup reports.
- 12 Monthly C track system generated completed.
- 4 Corporate Services Staff meetings were held on 24 July 2019, 21 August, 26 August 2019 and 22 May 2020.
- The project is reported as overachieved. 15 Council meetings were held on 3 & 31 July 2019, 29 August, 11,30 October,28 November, 06 December 2019 and 8 January, 31 January,
  27 February, 31 March, 8 May, 30 May, 15 June 2020 and 29 June 2020.
- The project is reported as overachieved. 106 SLA's were drafted.

CHALLENGES

- Ref CS-03-19/20: 6 Budgeted posts was filled however the target was not achieved. All posts were suspended due to Covid-19 lockdown restrictions.
- Ref CS-05-19/20: Conduct bi-annual municipal data recovery, the contracted services ended in May 2020.
- Ref CS-07-19/20: The system was suspended due to Covid-19 and Disaster management lockdown regulations.
- Ref CS-08-19/20: 7 Inservice trainees were appointed however no Interns were appointed due to the Covid-19 lockdown restrictions the target was not met.
- Ref CS-09-19/20:8 EXCO meetings were held on 22 August,26 September, 23 October,26 November 2019 and 28 January , 27 February, 26 March, 30 May 2020
- Ref CS-13-19/20: 3 Trainings were conducted instead of 8, due to Covid-19 lockdown restrictions.
- Ref CS-14-19/20: 4 Policies were reviewed and developed instead of 6, due to Covid-19 lockdown restrictions.

MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref CS-03-19/20: – Management will ensure that all budgeted posts are filled in the new 2020/21 financial year.
- Ref CS-05-19/20: - The advertisement to appoint a new service provider has been done. To be appointed in the new financial year.
- Ref CS-07-19/20: - Management will ensure that the Biometric System will be implemented and that the report will be produced after the COVID-19 restrictions has been eased and uplifted.
- Ref CS-08-19/20: - Management will ensure that Inservice trainees and Interns target will be prioritised in the 2020/21 financial year.
- Ref CS-09-19/20:- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref CS-13-19/20: - Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref CS-14-19/20: - Management will that all policies are reviewed and developed and prioritised in the 2020/21 financial year.

KPA 2: BASIC SERVICE DELIVERY

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

2018/2019

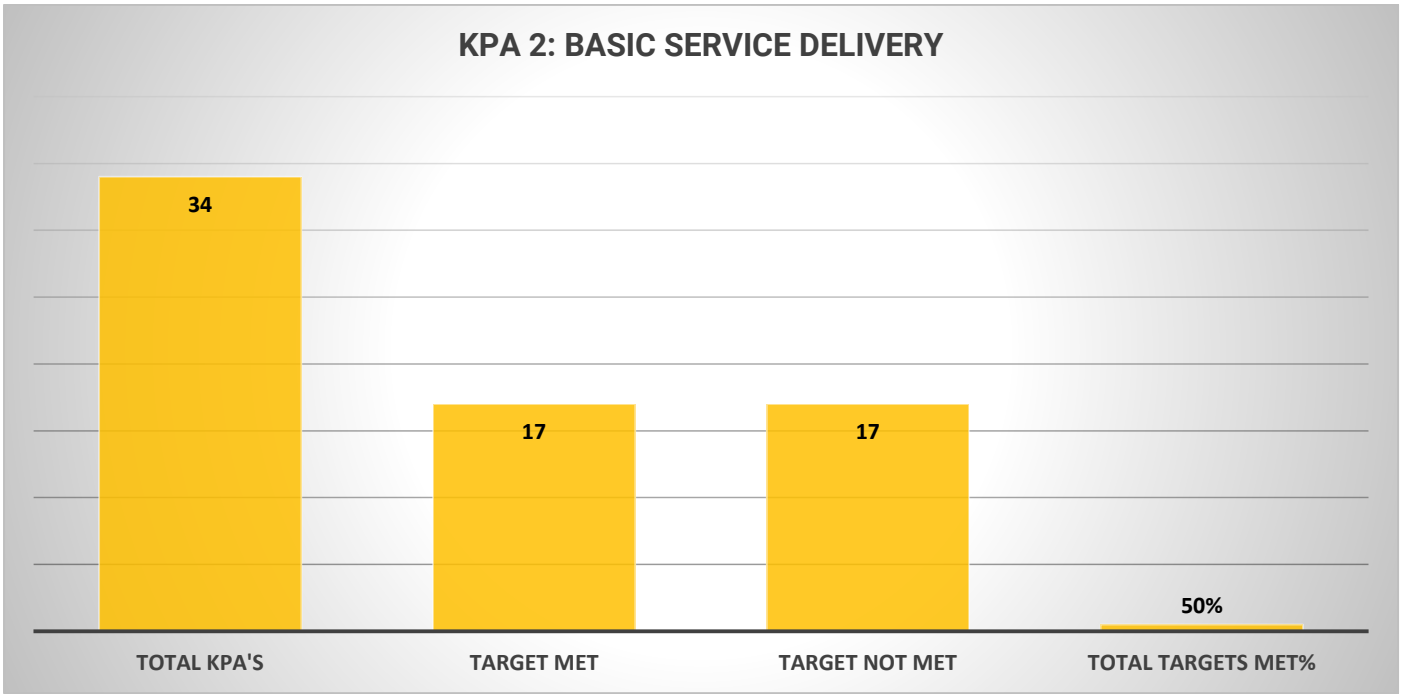
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	**45-2(N/A)=43**	**26**	**17**	**60%**

2019/2020

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

TABLE 40: KPA 2: PERFORMANCE OF TARGETS

The graph below illustrates the performance of the KPA 2.



GRAPH 2: PERFORMANCE OF KPA 2

PERFORMANCE HIGHLIGHTS

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

- Nambithane Access Road (5km construction) has been completed.
- Mwolokohlo to Sthupha Access Road (1,5km construction) has been completed.
- Water Fall Sportfield project construction has been completed.
- Zesuliwe Access Road of 7.46km construction has been completed.
- eMona Community Hall Construction has been completed.
- Construction of Nondwengu Hall & Crèche in Ward 10 has been completed.
- 120 connections completed of Electrification at Onyazini & Khenana/Nsuze in Ward 2.
- Construction of Technical Dept. Offices has been completed.
- Augmentation (Supply and installation of JOJO tanks) has been purchased and completed.
- Rehabilitation of Mthebeni road construction completed.
- Rehabilitation of Febe road construction has been completed.
- Ndwedwe Public Library renovations has been completed.
- Noorsburg Hall renovations has been completed.
- Esigedleni Hall renovations has been completed.
- Thafamasi Hall renovations has been completed.
- Bhamshela Thusong centre renovations project has been completed.
- EPWP - Waste management, 73 EPWP job opportunities created.

CHALLENGES

- Ref TS-02-19/20- KwaNovimba Access Road 3km construction not completed target not met due to project delayed due to COVID -19 Lockdown.
- Ref TS-03-19/20- Chamani Access Road 1km construction not completed target not met, Contractor terminated due to non-performance.
- Ref TS-06-19/20- 1.2km construction not completed target not met, Contractor terminated due to non-performance.
- Ref TS-08-19/20- Gudlintaba Access Road 1.75km construction not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-10-19/20- Siyathokoza Hall & Crèche not completed target not met,
- Project delayed due to COVID -19 Lockdown.
- Ref TS-12-19/20- Mangangeni CDC construction not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS- 13-19/20- Mandlakazi Sport Field construction not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-15-19/20- 140 Households have been connected. Electrification Mcathu Ward 8 construction not completed target not met. Project delayed due to COVID -19 Lockdown.
- Ref TS-16-19/20- Type 2 Electrification Ward 1-19 construction not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-17-19/20- Nhlangwini Sports construction not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-20-19/20- Local Sports Facilities: Grass Cutting not completed target not met, Sport ground maintenance not done due to COVID -19 Lockdown.
- Ref TS-23-19/20- Johnny Makhathini Hall renovations not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-25-19/20- Construction of Mary-Grey Sport Centre Phase 2 not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-26-19/20- Wewe Hall renovations not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-30-19/20- Rehabilitation of Noorsburg Access Road not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-31-19/20- Rehabilitation of Nhlangano Access Road Ward 4 not completed target not met, Project delayed due to COVID -19 Lockdown.
- Ref TS-32-19/20- Rehabilitation of Mthukutheli Cemetery Access Road Ward 15 not completed target not met, Project delayed due to COVID -19 Lockdown.

MEASURES TO IMPROVE PERFORMANCE

- Ref TS-02-19/20 – Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-03-19/20- Outstanding scope of work will be measured and new Service Provider to be appointed in Q1 2020-21 to complete the project.
- Ref TS-06-19/20- Outstanding scope of work will be measured and new Service Provider to be appointed in Q1 2020-21 to complete the project
- Ref TS-08-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-10-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-12-19/20-Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-13-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-15-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-16-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-17-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-20-19/20- Sport ground maintenance will commence in Q1 2020-21.
- Ref TS- 23-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-25-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-26-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-30-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-31-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.
- Ref TS-32-19/20- Project will commence after Level 3 lockdown easing. However, management will ensure that the set target is prioritised in 2020/21 financial year.

KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

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

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

2018/2019

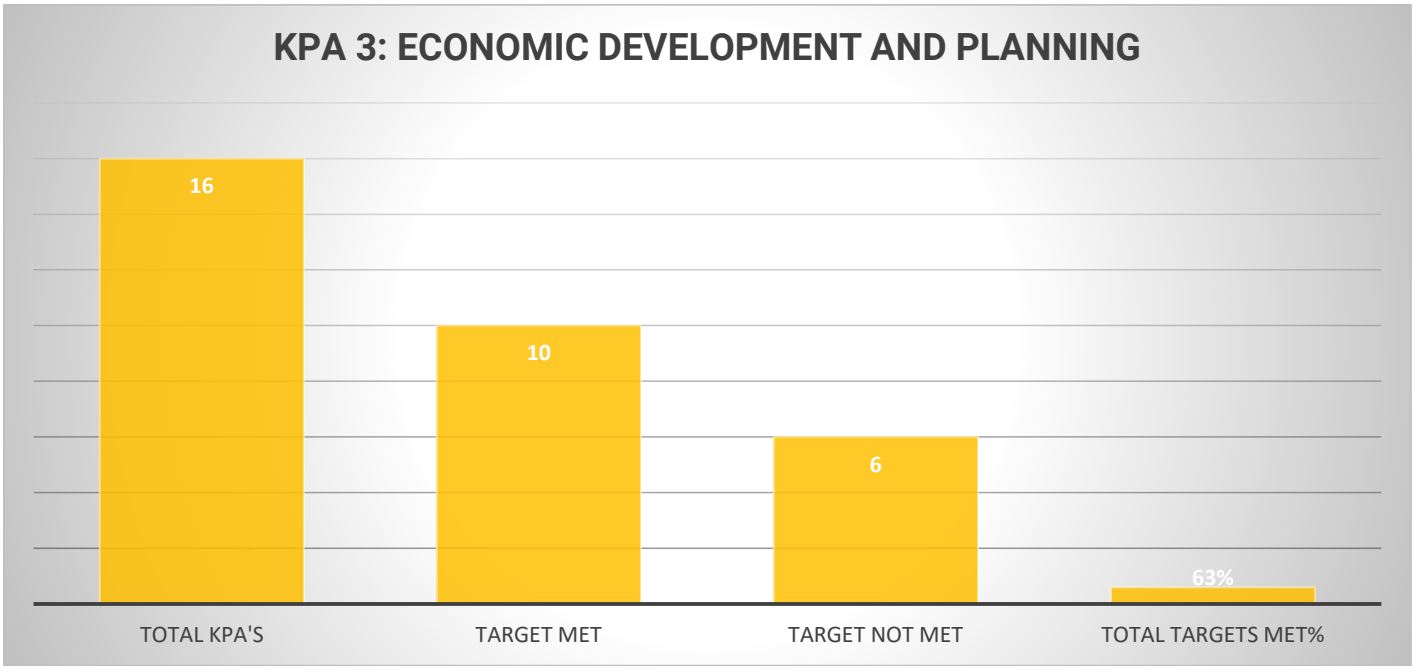
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Local Economic Development	16-7(N/A)=9	7	2	78%

2019/2020

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

TABLE 41: KPA 3: PERFORMANCE OF TARGETS

The graph below illustrates the performance of the KPA 3.



GRAPH 3: PERFORMANCE OF KPA 3

PERFORMANCE HIGHLIGHTS

- Ndwedwe Land Use Management System target met, 2nd draft document produced.
- Makhuluseni cooperative support target has been met. 1 Functional community garden (Borehole, Fencing Installation and Seedlings support).
- Overachieved. 12 SMMEs supported with land preparation and harrowing.
- 10 Cooperatives/SMMEs supported with seeds and seedlings and information. Name of Cooperatives assisted: Zama Ngxabi, Farm Gal, Mdanyane, Nokuthula, Ndlala Beyduda, Zongen, Uthando, Yeslusandla, Xanyana and X Cele.
- Mini Factories Access Roads, 20 Metre Access roads construction completed.
- Hosting of Local Agricultural Indaba was held on 28 August 2019.
- Hosting of Ndwedwe Home coming Festival was held on 27 December 2019.
- Maskandi Festival was held on 26 October 2019.
- Cannabis farmer programme, Cannabis farmers programme hosted.
- 5 Cooperatives assisted for Tractor and Harrowing ploughing programme for land preparation.

CHALLENGES

- Ref EDP-01-19/20 – Ndwedwe Town Development Project target has not been achieved. The detail submission Pack to Surveyor General was not completed due to due to Covid-19 lockdown restrictions.
- Ref EDP-06-19/20 – 1 Housing Forum was held on the 11 March 2020 instead of 2 meetings. Due to Covid-19 lockdown restrictions.
- Ref EDP-07-19/20- 1 LED Forum was held on the 18 February 2020 instead of 2 meetings. Due to Covid-19 lockdown restrictions.
- Ref EDP-08-19/20- Emerging Subcontractors support programme (capacity building for Grade 1-3), The target was not met due to Covid-19 lockdown restrictions.
- Ref EDP-15-19/20- LED Strategy target was not met, there was delays in appointment due to COVID -19 Lockdown.
- Ref EDP-16-19/20- Tourism Strategy target not met, there was delays in appointment due to COVID -19 Lockdown.

MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref EDP-01-19/20 – Ndwedwe Town Development project will be submitted in the 2020/21 financial year.
- Ref EDP-06-19/20 – Management will ensure that the Housing forum meeting be held in the 2020/21 financial year.
- Ref EDP-07-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref EDP-08-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref EDP-15-19/20- Management will ensure that the set target is prioritised in the first quarter of 2020/21 financial year.
- Ref EDP-16-19/20- Management will ensure that the set target is prioritised in the first quarter of 2020/21 financial year.

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

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

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

2018/2019

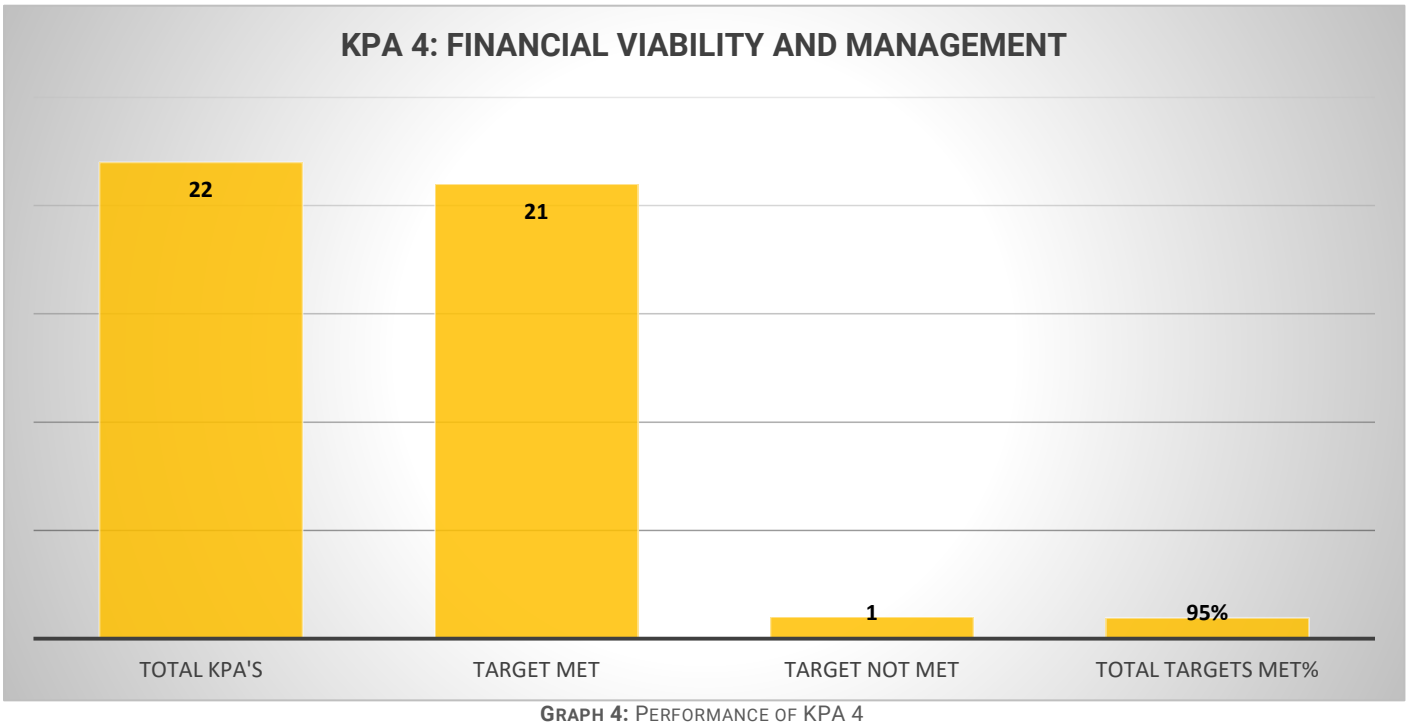
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Financial Viability and Management	**25-3(N/A)=22**	**22**	**0**	**100%**

2019/2020

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

TABLE 42: KPA 4: PERFORMANCE OF TARGETS

The graph below illustrates the performance of the KPA 4.



GRAPH 4: PERFORMANCE OF KPA 4

PERFORMANCE HIGHLIGHTS

- 12 transactional MSCOA Report completed.
- Number of Sections 71 MFMA reports. 12 MFMA Reports submitted.
- Number of Sections 72 MFMA reports. 1 MFMA report submitted to Council by 31 January 2020
- Adjusted Budget adopted by the Council as at 29 February 2020
- Final Budget adopted by the Council on 30 May 2020
- Percentage of revenue collected by 30 June 2020 is 76% collected.
- Adopted 11 Finance policies.
- 4 Quarterly reports generated.
- 4 Quarterly reports submitted to Council Portfolio committee for appointment of Local service providers.
- The municipality Valuation roll is achieved.
- 12 Debtors reconciliation reports submitted
- 12 Property Rates Reconciliations reports submitted
- 12 Bank Rates Reconciliations submitted
- 12 monthly Investments reports completed.
- 12 Monthly Grant registers completed.
- Payment of Invoice 30 days from submission completed.
- Last day of each month for 3rd parties completed.
- 2 Quarterly report prepared and submitted.
- 1 Quarterly SCM report submitted to Council
- AFS submitted and unqualified audit was maintained.
- 60 days' cash on hand by 30 June 2020

CHALLENGES

- Ref F-06-19/20: Revenue Enhancement Strategy workshop was not held therefore the strategy was not approved and adopted by Council due to Covid-19 lockdown restrictions.

MEASURES TAKEN TO IMPROVE PERFOMANCE

- Ref F-06-19/20 - Management will ensure that the set target is prioritised in the 2020/21 financial year.

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

2018/2019

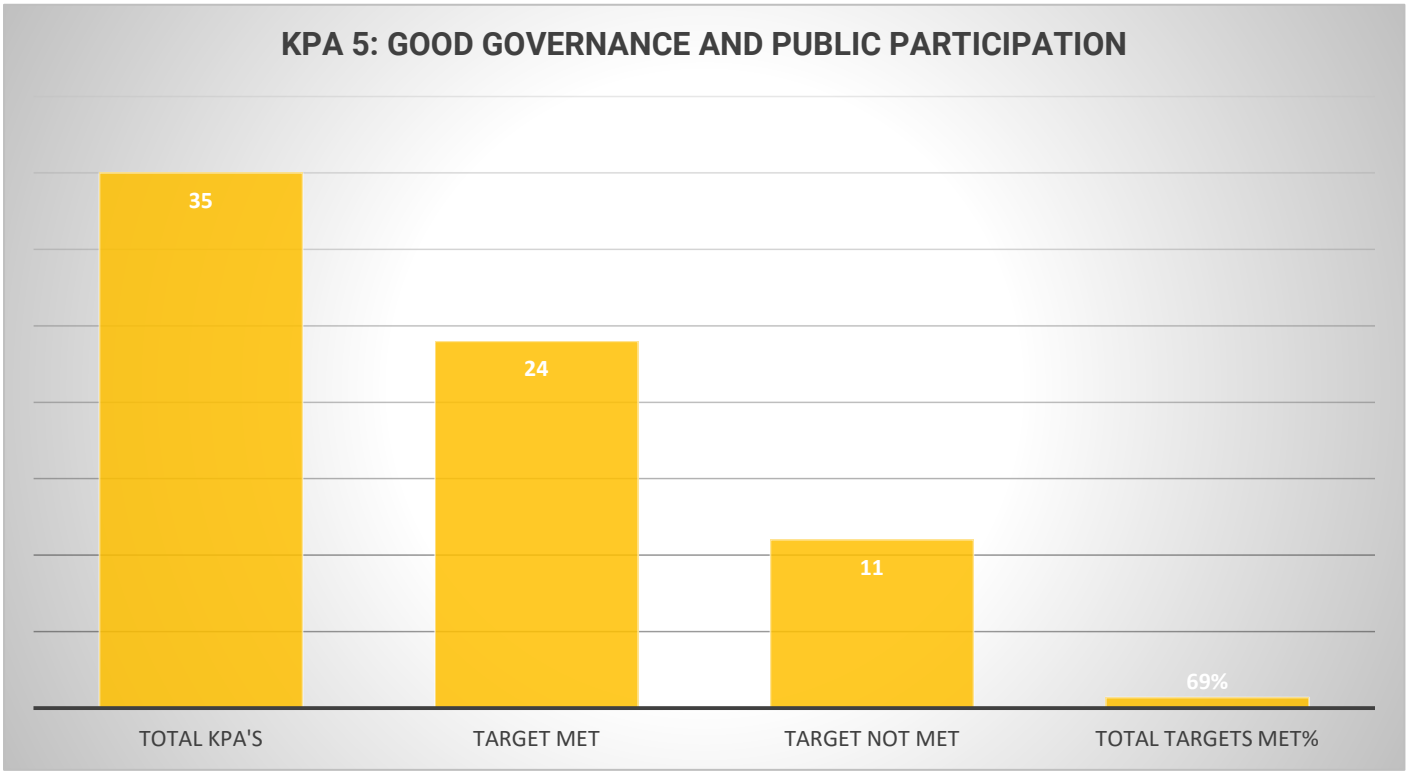
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Good Governance and Public Participation	62- 16(N/A)=46	33	13	72%

2019/2020

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

TABLE 43: KPA 5: PERFORMANCE OF TARGETS

The graph below illustrates the performance of the KPA 5.



GRAPH 5: PERFORMANCE OF KPA 5

PERFORMANCE HIGHLIGHTS

- 4 Internal Audit reports completed and submitted.
- The Final Annual Report was adopted and approved by Council on 31 March 2020.
- The Oversight Report was adopted and approved by Council on 31 March 2020.
- IDP/Budget/PMS Process plan for 2019/20 has been adopted by Council on the 29 August 2019.
- 1 Izimbizo was held on 7 December 2019
- 4 Mayoral/ IDP Izimbizo held.
- 1 Ward Committee Training was conducted 10 December 2019.
- 20 Media Slots conducted.
- Overachieved. 4 Risk meetings were held (1 October 2019, 10 June, 19 June and 30 June 2020.
- 2021 Risk register was developed and tabled to the Risk committee on the 30 June 2020. Risk Management,2020/2021 Risk register was developed and tabled to the RMC on the 30 June 2020
- 2021 Risk register was developed and tabled to the Risk committee on the 30 June 2020. Risk Management Framework and Strategy was tabled to the RCM on the 30 June 2020
- Risk Management framework and Strategy completed and tabled to the RCM on the 30 June 2020
- 1 Enterprise Risk Management workshop held on 17 and 18 October 2019.
- Youth Welding/Plumbing Skills Programme, 30 Youth were assisted.
- Nongoma Royal Reed Dance, Achieved, 500 youth participated.
- Grade 9 and Grade 10 Career Guidance programme, 1 Career guidance programme held.
- Youth Arts and Culture events (was Festival), Arts and Culture Festival hosted.
- 1 Examination Prayer hosted
- 40 Youth trained in youth farming programme.
- 20 Youth assisted in the Art Work Programme.
- 2 Youth Council Advisory meetings held.
- 1 Youth Campaign hosted.
- 1 Women in Sport Symposium and sports day held.
- 1 Disability sport day hosted.

CHALLENGES

- Ref MM-08-19/20 – Ward Committees Quarterly Meeting, the training program was not convened due to Covid-19 lockdown restrictions.
- Ref MM-10-19/20- 1 Risk register report from July 2019 to March 2020 was not achieved. No dedicated official appointed for Risk Management.
- Ref MM-16-19/20- The Anti-Fraud and Corruption Strategy and Policy was not met due to Covid-19 lockdown restrictions. Strategy could not be workshopped with all stakeholders.
- Ref MM-22-19/20- Youth Sewing and Garment making skills programme was not held, due to budget limitation the project target was not met.
- Ref MM-24-19/20- The Licence programme for Code 10 for youth to be trained was not completed due to Covid-19 lockdown restrictions.
- Ref MM-27-19/20- Job Readiness Programme, due to budget limitation the project was not met.
- Ref MM-29-19/20- Youth in business seminar, due to the limitation of dates and clashing of meetings the targets was not met.
- Ref MM-30-19/20- 16 Sports development programmes, the sports development programs were not held due to Covid-19 lockdown restrictions.
- Ref MM-31-19/20- SALGA Games was not held target not met.
- Ref MM-34-19/20- ECD's sport day event not held.
- Ref MM-35-19/20- Ndwedwe SAFA Awards event not held.

MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref MM-08-19/20 - Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-10-19/20 - Ref MM-16-19/20- A Risk Manager will be appointed by Q1 of 2020/2021 FY. Thereafter Risk Registers will be monitored on a quarterly basis.
- Ref MM-16-19/20 - Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-22-19/20 - Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-24-19/20 - Management will ensure that the set target is prioritised and completed in quarter 1 of the 2020/21 financial year.
- Ref MM-27-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-29-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-30-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-31-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-34-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref MM-35-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.

KPA 6: COMMUNITY AND SOCIAL DEVELOPMENT SERVICES

To facilitate the provision of infrastructure throughout the municipality.

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

2018/2019

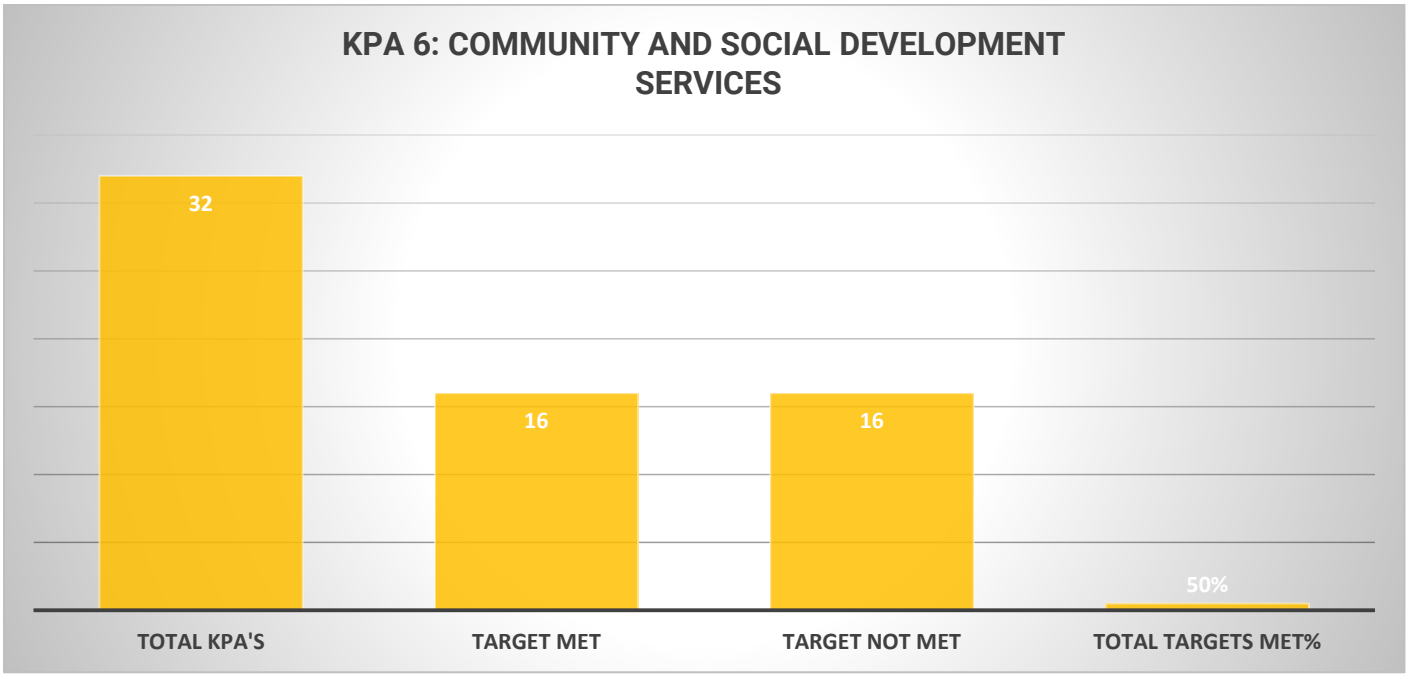
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Community and Social Development Services	**15-3(N/A)=12**	**10**	**2**	**83%**

2019/2020

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

TABLE 44: KPA 6: PERFORMANCE OF TARGETS

The graph below illustrates the performance of the KPA 6.



GRAPH 6: PERFORMANCE OF KPA 6

PERFORMANCE HIGHLIGHTS

- Refurbishments have been completed however no occupancy by Anchor departments.
- 912 Municipal waste collected.
- 100% of Households access to waste collected.
- 4 Disaster Awareness campaigns were held.
- The Finalised Disaster Management Plan was submitted to the DDMC.
- 1 Men's Dialogue held in 30 July 2019
- 1 Women's day Commemoration Dialogue held on 22 August 2019
- Umkhosi Womhlanga was held on 6 -8 September 2019. 490 Maidens participated
- 1 Safety prayer was hosted.
- 1 Christmas program held on the 20 December 2019
- 16 Days of Activism was held on 22 October and 3 December 2019
- 1 Disability Game was hosted.
- Ndwedwe Aids Day events held on 28 November 2019
- Dress a child uniform campaign target was met, each ward Councillor distributed the uniforms to schools.
- The Golden Games target was held on 17 July 2019.
- The Women Empowerment program was implemented in a form of multi-cultural women artist development.

CHALLENGES

- Ref COM-05-19/20 - The meeting was not convened due to Covid-19 lockdown restrictions.
- Ref COM-06-19/20- The meeting was not convened due to Covid-19 lockdown restrictions.
- Ref COM-08-19/20- The meeting was not convened due to Covid-19 lockdown restrictions.
- Ref COM-09-19/20- The meeting was not convened due to Covid-19 lockdown restrictions.
- Ref COM-10-19/20- The meeting was not convened due to Covid-19 lockdown restrictions.
- Ref COM-13-19/20- Due to budget constraints the project target was not met.
- Ref COM-16-19/20- The program was not convened due to Covid-19 lockdown restrictions.
- Ref COM-19-19/20- The program was not convened due to Covid-19 lockdown and restrictions, as it was scheduled to be held end of March 2020.
- Ref COM-20-19/20- The event was not convened due to Covid-19 lockdown restrictions.
- Ref COM-21-19/20- Due to the staff protests the Disability Safety awareness program did not take place. The program was rescheduled to take place in Q3.
- Ref COM-23-19/20- The program was not convened due to Covid-19 lockdown restrictions.
- Ref COM-25-19/20- The Social Ills awareness was not convened due to Covid-19 lockdown restrictions.
- Ref COM-28-19/20- The program was not convened due to Covid-19 lockdown and restrictions, as it was scheduled to be held end of March 2020.
- Ref COM-29-19/20- Disability and Senior Citizens Forum meetings held meetings on Disability- 9 September 2019, Senior Citizens-19 September 2019 however target was not met due to Covid-19 lockdown restrictions.
- Ref COM-30-19/20- Civil Society Forum meetings. 29 July 2019 & 18 November 2019 however target was not met due to Covid-19 lockdown restrictions.
- Ref COM-31-19/20- Due to the unavailability of sectors departments the session was postponed.

MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref COM-05-19/20 - Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-06-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-07-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-08-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-09-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-10-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-13-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-16-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-19-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-20-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-21-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-23-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-25-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-28-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-29-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-30-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.
- Ref COM-31-19/20- Management will ensure that the set target is prioritised in the 2020/21 financial year.



3.7 KEY AREAS TO NOTE

IMPROVING PERFORMANCE

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

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

3.8 DETERIORATING PERFORMANCE

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

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

3.9 ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER

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

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

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

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

ASSESSMENT KEY	
Good (G)	**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**

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2018/2019		Current Financial Year 2019/2020		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
NDWB 13/18/19	Quiet Storm Trading	12/07/2019	Nambithane Access Road	3 360 032.81					G		
NDWB 14/18/19	Umzulu Trading Enterprise	12/07/2019	KwaNovimba Access Road	2 711 286.21					G		
NDW B28/17/18	NLM Xaba trading and projects	19/12/2018	Siyathokoza Hall & Crèche ward 14	4 916 489.50					G		
NDWB 04/18/19	Mela Okuhle Trading	19/12/2018	Mona Hall & Crèche ward 15	4 730 999.39					G		
NDWB 24/17/18	A1 Electrical	04/04/2018	Electrification in Ward 08	8 927 032.81					G		
NDWB 05/18/19	Vistha Trading Jv Lithuba Lam	20/02/2019	Construction of Technical Dept. Offices	9 680 086,31					G		
NDWB 06/18/19	Proz Consultants	19 /12/2018	Construction of Waterfall sportfiled	6 352 046.97					G		
NDWB 23/17/18	Shantis Electrical (PTY)LTD	04/04/2018	Electrification in Ward 2	3 545 303.95					G		
NDWB 15/17/18	Golden Empire 58CC	22/01/2018	Nondwengu Hall & Crèche	4 774 405.50					G		
NDWB 23/18/19	Zingezethu trading and Project	26/06/2019	Mwolokohlo to Sthupha Access Road	2175452.13					G		
NDWB 23/18/19	Sukumasakhe968 Trading	29/06/2020	Zesuliwe Access Road completion certificate	7508552.67					G		
NDWB 14/19/2020	Esethu isipho contruction and trading	23/03/2020	Mangangeni CDC	5154829.00					G		
NDWB 20/18/19	Schize trading (PTY)LTD	22/07/2019	Rehabilitation of Mthebeni road	528039.75					G		
NDWB 19/18/19	Havilah commercial project	22/07/2019	Rehabilitation of Febe road	540256.50					G		
NDWB 07/19/2020	Sim &Lukho development construction	05/03/2020	Johnny Makhathini Hall Renovations	1044969.40					G		
NDWB 21/18/19	Havilah commercial project	22/07/2019	Mary-Grey Sport Centre Phase 2	505106.70					G		
NDWB 18/18/19	Hlase enterprise &construction	22/07/2019	Bhamshela Thusong centre renovations	988369.50					G		



CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. The municipality was able to successfully appoint the Municipal Manager, Mr M.F Hadebe who commenced his duties in the financial year of 2019/2020.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 INTRODUCTION TO THE MUNICIPAL WORKFORCE PERSONNEL

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. The municipality was able to successfully appoint the Municipal Manager, Mr M.F Hadebe who commenced his duties in the financial year of 2019/2020.

The reviewed staff establishment of the Municipality was adopted and approved on 19 May 2019. The amendments and review of the staff establishment was done to make the Municipal Staff establishment to be aligned with the strategic directive of the new Council's term of office, i.e. 2017 – 2022.

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

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

Ndwedwe local municipality has a total number of 121 employees however 27 is contractually employed and 94 permanently employed.

Department	Permanent employees	Contract employees
Office of the Municipal Manager	5	15
Finance	18	1
Department of Corporate Services	31	1
Department of Community Services	18	3
Economic Development and Planning	9	2
Technical Services	13	5
Total	**94**	**27**

TABLE 45: NUMBER OF EMPLOYEES

Ndwedwe local municipality has a total number of 16 Interns, in-service and casual staff employed.

SUMMARY NO. OF EMPLOYEES/STAFF AS AT 30 JUNE 2020

	Normal	Resigned
Officials Permanent	98	1
Officials on Contract	26	0
Councillors	36	0
Casual Staff & In-Serves	0	14
Totals	**160**	**15**

TABLE 46: STAFF COMPLEMENT

4.2 HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee.

To date, the extended management committee has more than 20 members in its sitting. The greatest achievement is that the Department has appointed 5 senior managers and 10 managers to expand the municipal think tank at its strategic management level.

The appointment of these senior managers and managers have significantly strengthened the strategic thinking capacity in the municipal management committee (MANCO). The appointees are as follows: -

The Appointed Senior Manager/ Manager	Position
Mr MF Hadebe	The Municipal Manager
Mr S. Majola	The Chief Financial Officer
Mr DSG Khuzwayo	Director Economic Development & Planning
Mr D. Mzolo	Director Technical & Infrastructure Services
Dr M.G. Ntuli	Director Corporate Services
Mr T. Themba Hlatshwayo	Manager: Public Participation
Mr S. Gwamanda	Manager Social Cohesion
Ms V.L. Naidoo	Manager IDP & PMS
Ms T. Nxumalo	Manager Mayoralty & Support
Ms Z. Khuluse	Manager LED
Ms K. Mapipa	Manager Legal Services
Mr MG Mkhwanazi	Manager Youth Development
Mr S. Ngidi	Manager Budgeting & Reporting
Ms T. Nyawose	Manager Public Works
Mr S. Mthembu	Manager IT
Ms NP Nkabinde	Manager Supply Chain Management

TABLE 47: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

4.3 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR 2019/2020

	Normal	Resigned	Vacant
Officials Permanent	94	0	24
Officials on Contract	27	0	2

TABLE 48: STAFF COMPLEMENT

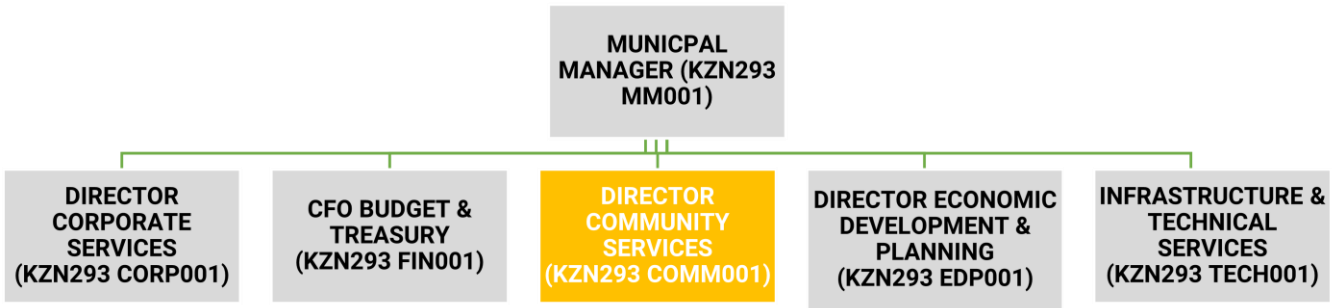
The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its strategic directives. 78% of the vacant posts have been filled. The Municipality has staff compliments of 124. It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives.

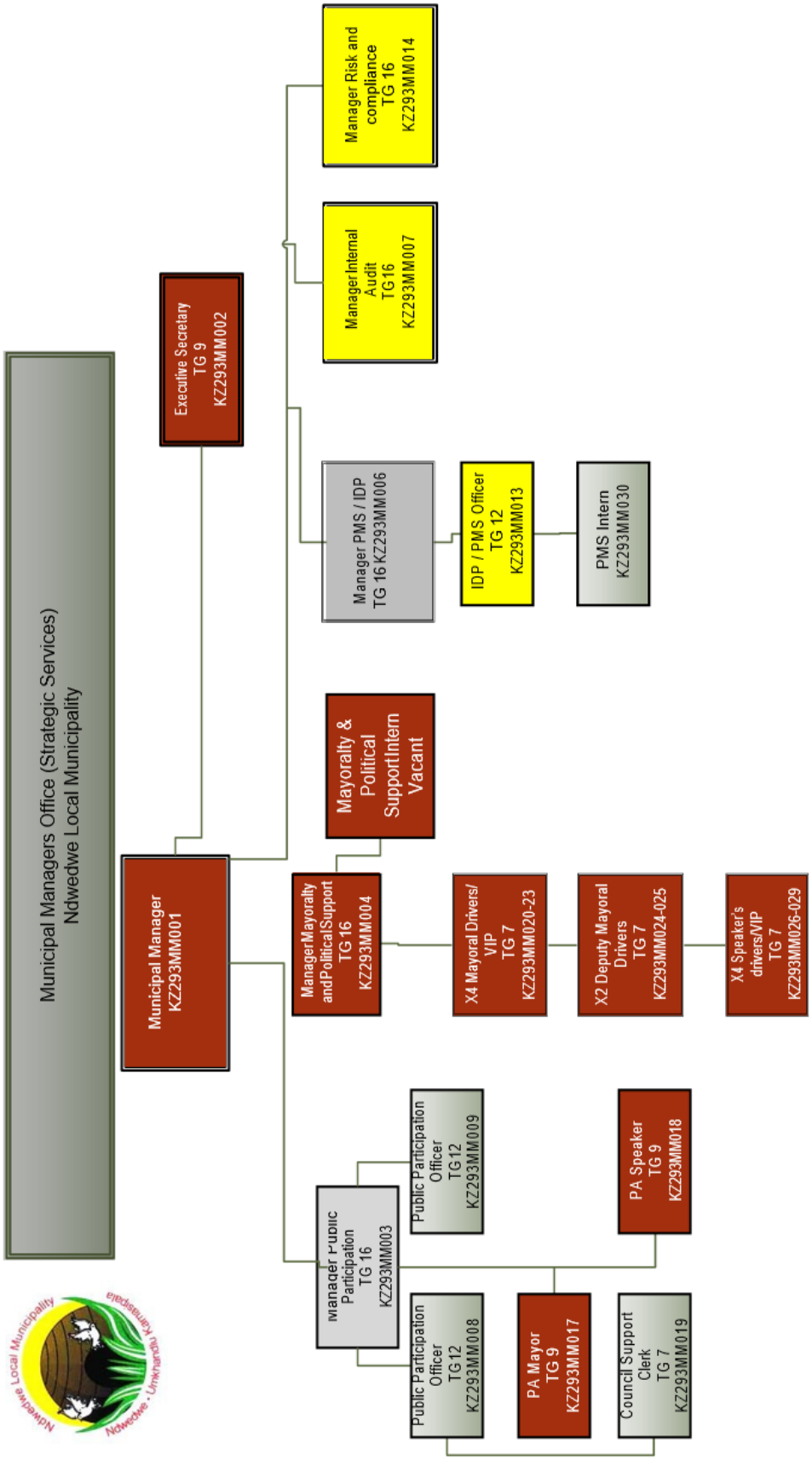
The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.

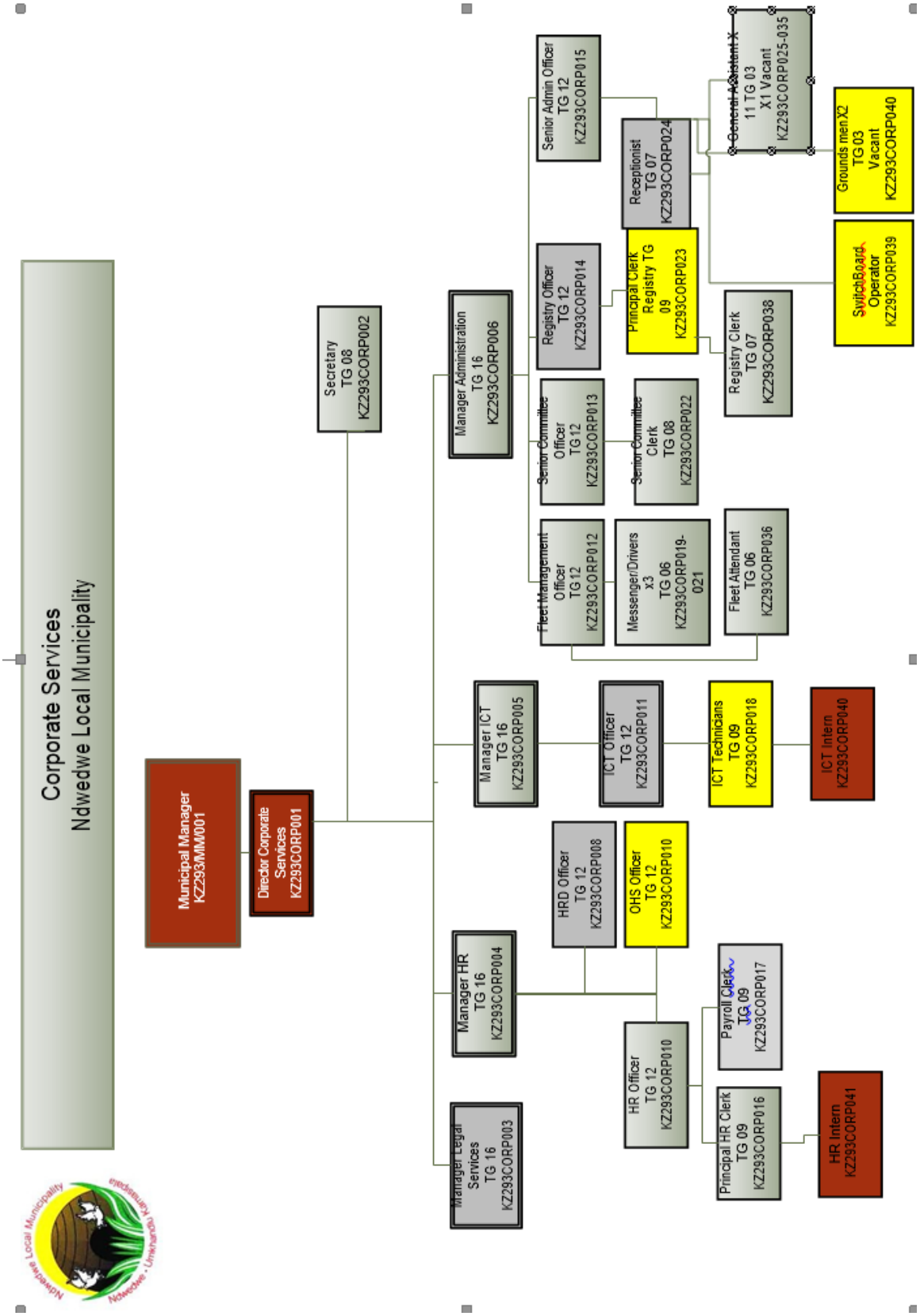
LEGEND

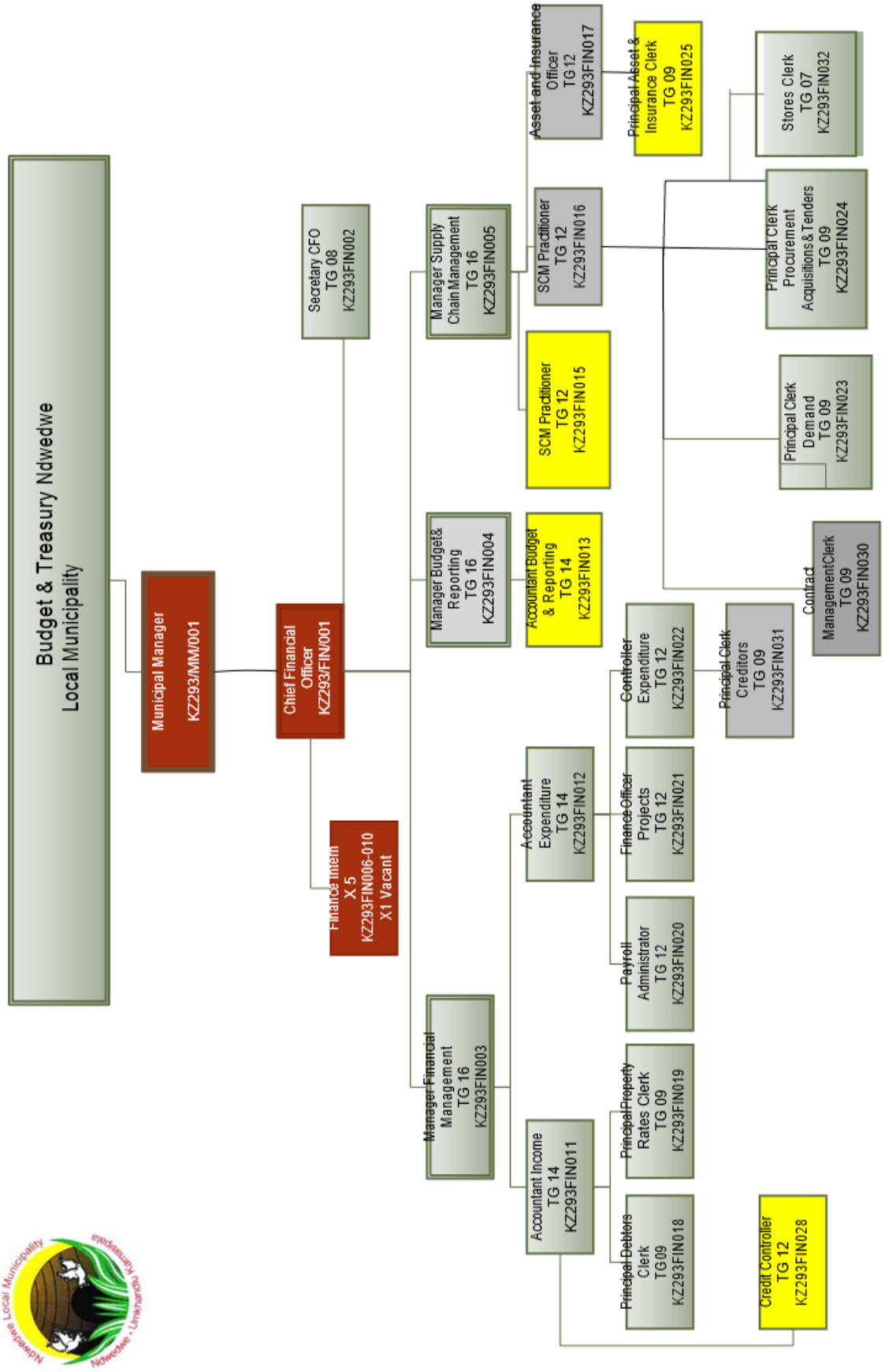
FILLED	BUDGETED/VACANT	NOT BUDGETED	CONTRACT

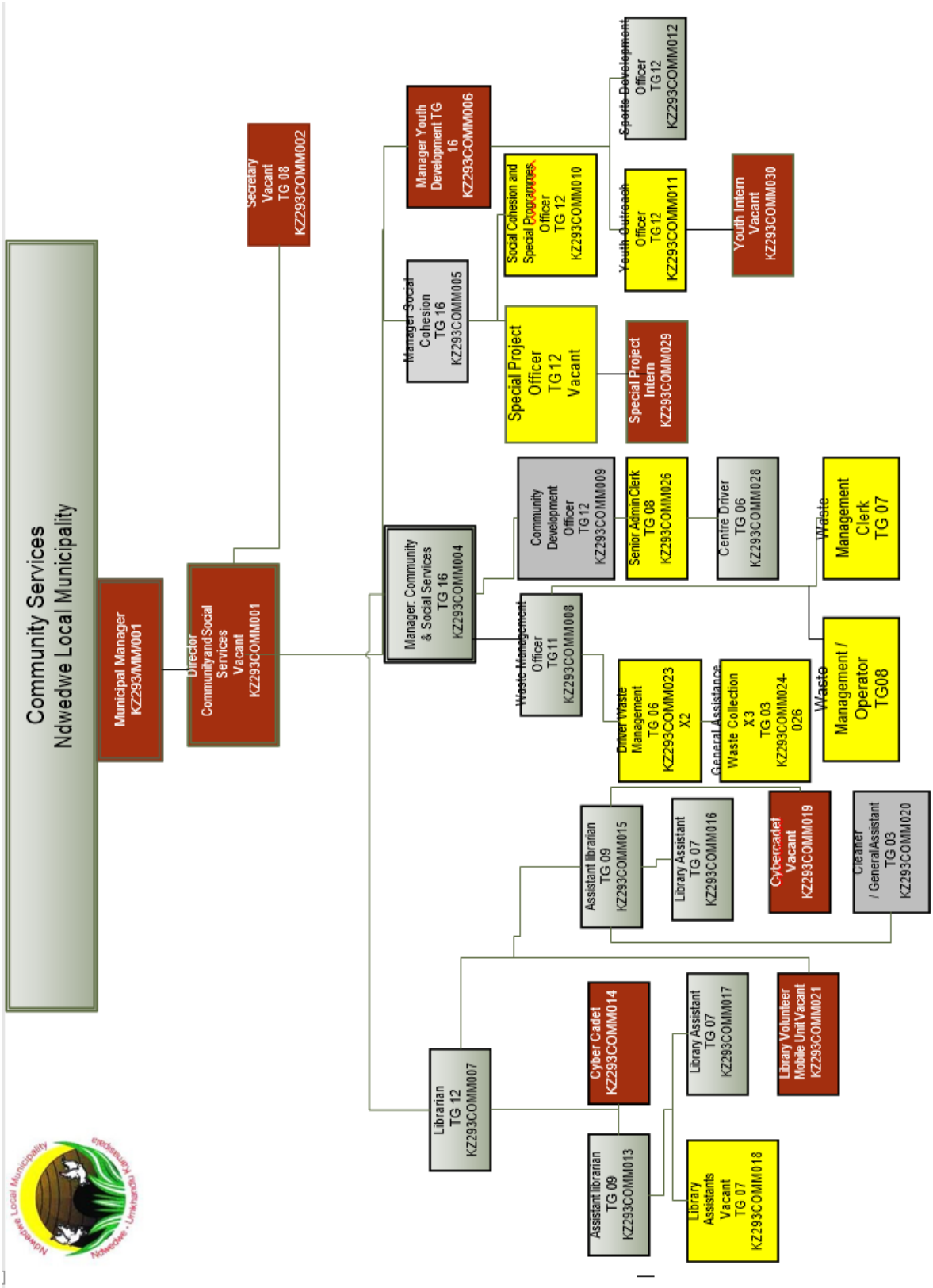
Ndwedwe Municipality Top Management Organisational Structure (KZN 293)

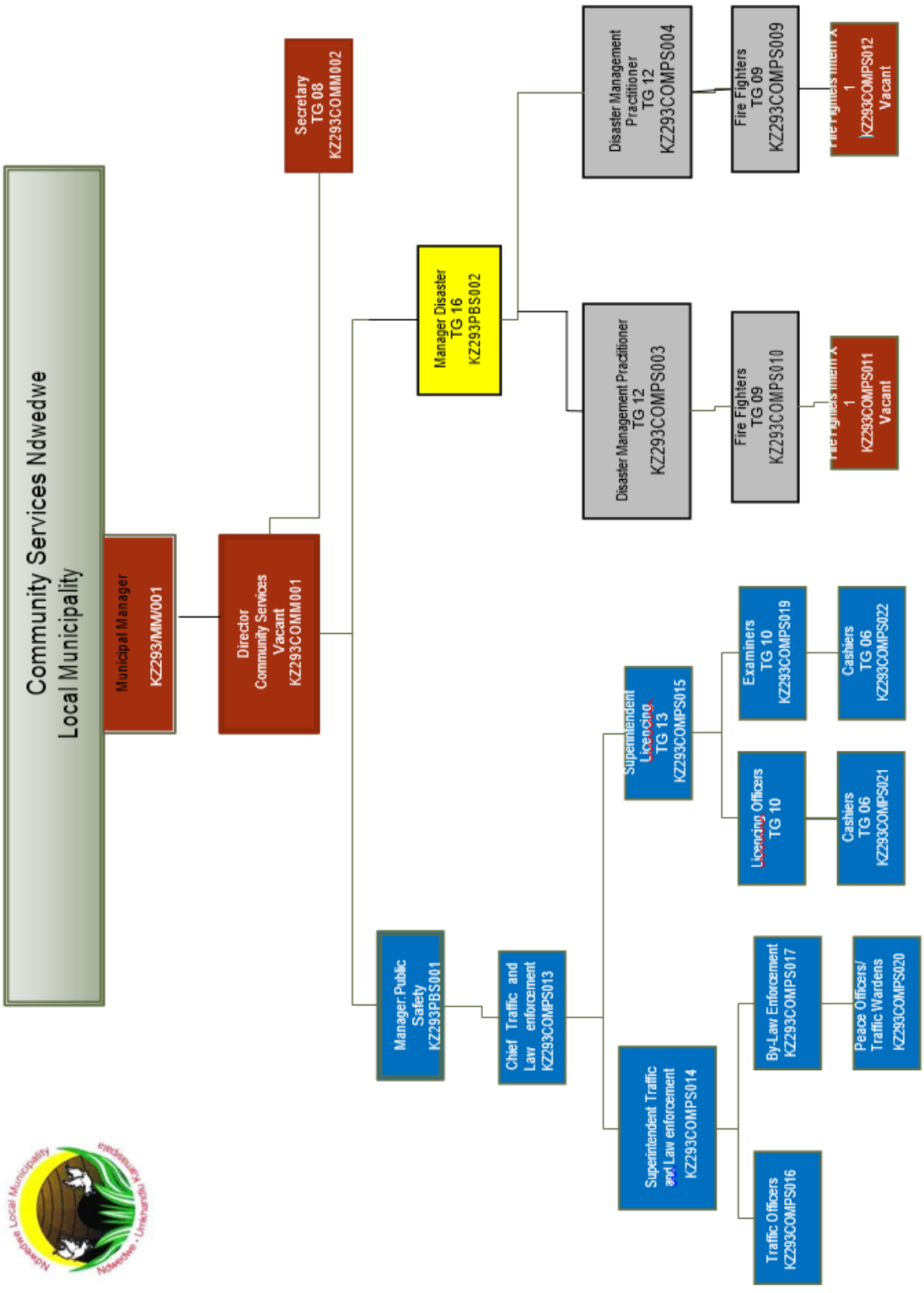


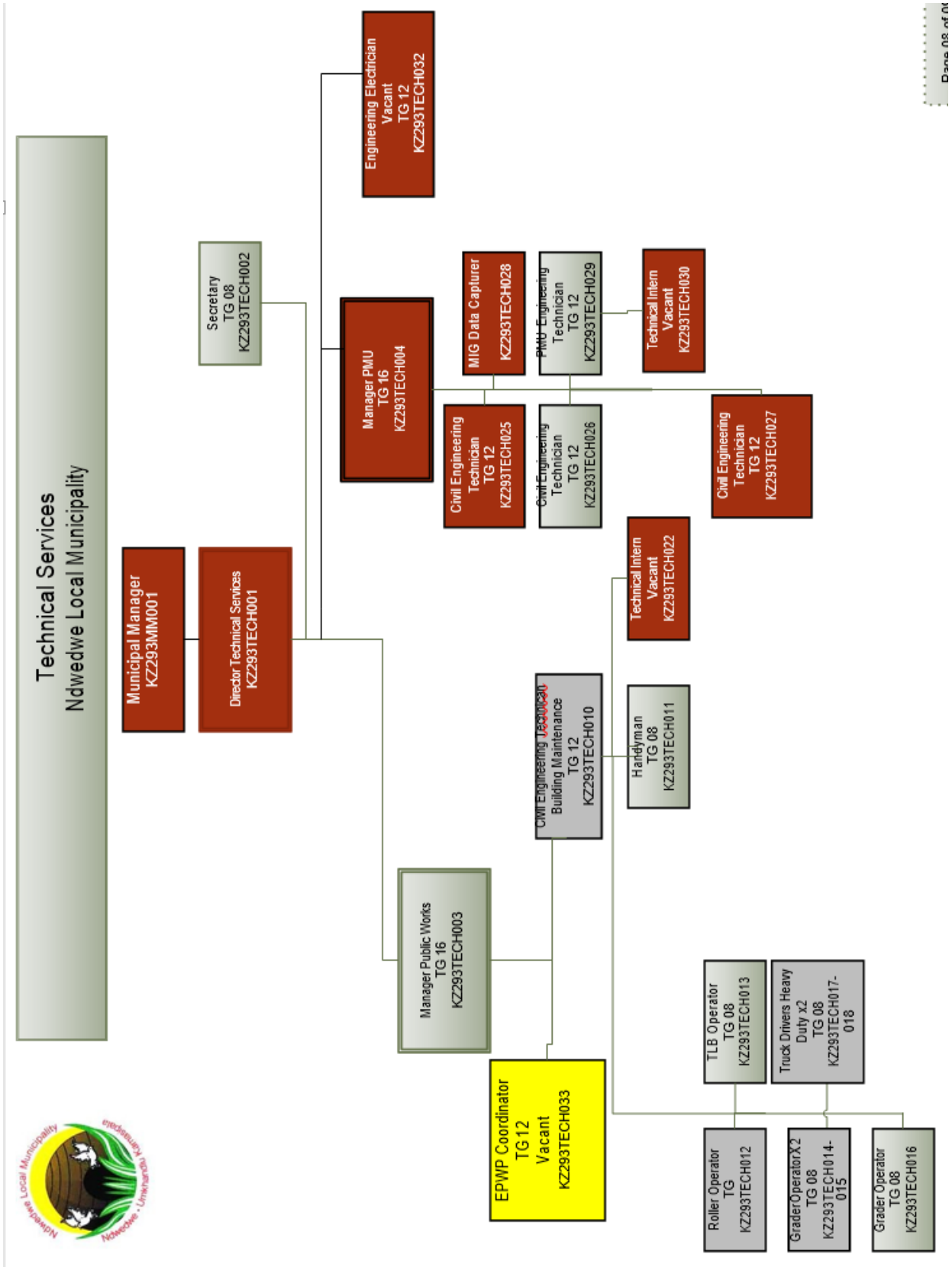

Municipal Managers Office (Strategic Services)
Ndwedwe Local Municipality
Executive Secretary
TG 9
KZ293MM002
Manager Risk and compliance
TG 16
KZ293MM014
Manager Internal Audit
TG 16
KZ293MM007
Manager PMS / IDP
TG 16 KZ293MM006
IDP / PMS Officer
TG 12
KZ293MM013
PMS Intern
KZ293MM030
Municipal Manager
KZ293MM001
Mayoralty & Political SupportIntern
Vacant
Manager Mayoralty andPolitical Support
TG 16
KZ293MM004
X4 Mayoral Drivers/ VIP
TG 7
KZ293MM020-23
X2 Deputy Mayoral Drivers
TG 7
KZ293MM024-025
X4 Speaker's drivers/VIP
TG 7
KZ293MM026-029
Manager Public Participation
TG 16
KZ293MM003
Public Participation Officer
TG12
KZ293MM009
PA Speaker
TG 9
KZ293MM018
Public Participation Officer
TG12
KZ293MM008
PA Mayor
TG 9
KZ293MM017
Council Support Clerk
TG 7
KZ293MM019

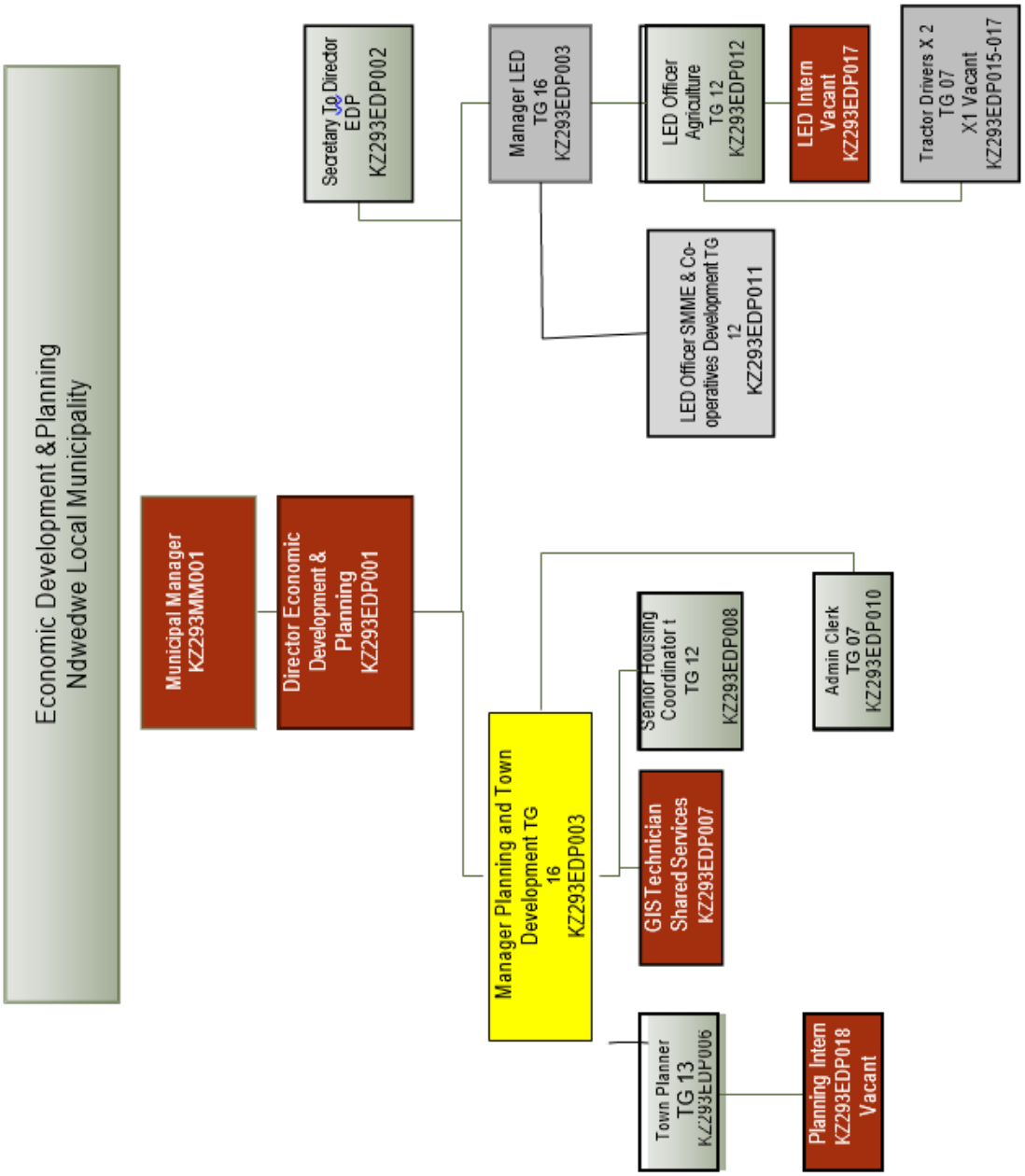

Corporate Services
Ndwedwe Local Municipality
Municipal Manager KZ293/MM0001
Director Corporate Services KZ293CORP001
Secretary TG 08 KZ293CORP002
Manager Administration TG 16 KZ293CORP006
Senior Admin Officer TG 12 KZ293CORP015
Receptionist TG 07 KZ293CORP024
General Assistant X 11 TG 03 X1 Vacant KZ293CORP025-035
Grounds men X2 TG 03 Vacant KZ293CORP040
Registry Officer TG 12 KZ293CORP014
Principal Clerk Registry TG 09 KZ293CORP023
SwitchBoard Operator KZ293CORP039
Registry Clerk TG 07 KZ293CORP038
Senior Committee Officer TG 12 KZ293CORP013
Senior Committee Clerk TG 08 KZ293CORP022
Fleet Management Officer TG 12 KZ293CORP012
Messenger/Drivers x3 TG 06 KZ293CORP019-021
Fleet Attendant TG 06 KZ293CORP036
Manager ICT TG 16 KZ293CORP005
ICT Officer TG 12 KZ293CORP011
ICT Technicians TG 09 KZ293CORP018
ICT Intern KZ293CORP040
HRD Officer TG 12 KZ293CORP008
OHS Officer TG 12 KZ293CORP010
Manager HR TG 16 KZ293CORP004
Payroll Clerk TG 09 KZ293CORP017
HR Officer TG 12 KZ293CORP010
Manager Legal Services TG 16 KZ293CORP003
Principal HR Clerk TG 09 KZ293CORP016
HR Intern KZ293CORP041


Budget & Treasury Ndwedwe
Local Municipality
Municipal Manager
KZ293/MM/001
Chief Financial Officer
KZ293/FIN/001
Secretary CFO
TG 08
KZ293FIN002
Finance Intern
X 5
KZ293FIN006-010
X1 Vacant
Manager Financial Management
TG 16
KZ293FIN003
Manager Budget& Reporting
TG 16
KZ293FIN004
Manager Supply Chain Management
TG 16
KZ293FIN005
Accountant Expenditure
TG 14
KZ293FIN012
Accountant Budget & Reporting
TG 14
KZ293FIN013
Accountant Income
TG 14
KZ293FIN011
Controller Expenditure
TG 12
KZ293FIN022
Finance Officer Projects
TG 12
KZ293FIN021
Payroll Administrator
TG 12
KZ293FIN020
Principal Property Rates Clerk
TG 09
KZ293FIN019
Principal Debtors Clerk
TG 09
KZ293FIN018
Asset and Insurance Officer
TG 12
KZ293FIN017
SCM Practitioner
TG 12
KZ293FIN016
SCM Practitioner
TG 12
KZ293FIN015
Credit Controller
TG 12
KZ293FIN028
Principal Asset & Insurance Clerk
TG 09
KZ293FIN025
Principal Clerk Procurement Acquisitions & Tenders
TG 09
KZ293FIN024
Principal Clerk Demand
TG 09
KZ293FIN023
Principal Clerk Creditors
TG 09
KZ293FIN031
Contract ManagementClerk
TG 09
KZ293FIN030
Stores Clerk
TG 07
KZ293FIN032


Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community and Social
Services
Vacant
KZ293COMM001
Secretary
Vacant
TG 08
KZ293COMM002
Manager: Community
& Social Services
TG 16
KZ293COMM004
Manager Youth
Development TG
16
KZ293COMM006
Manager Social
Cohesion
TG 16
KZ293COMM005
Sports Development
Officer
TG 12
KZ293COMM012
Social Cohesion and
Special Programmes
Officer
TG 12
KZ293COMM010
Youth Outreach
Officer
TG 12
KZ293COMM011
Youth Intern
Vacant
KZ293COMM030
Special Project
Officer
TG 12
Vacant
Special Project
Intern
KZ293COMM029
Community
Development
Officer
TG 12
KZ293COMM009
Senior AdminClerk
TG 08
KZ293COMM026
Centre Driver
TG 06
KZ293COMM028
Waste
Management
Clerk
TG 07
Waste Management
Officer
TG 11
KZ293COMM008
Driver Waste
Management
TG 06
KZ293COMM023
X2
General Assistance
Waste Collection
X3
TG 03
KZ293COMM024-
026
Waste
Management /
Operator
TG08
Assistant librarian
TG 09
KZ293COMM015
Library Assistant
TG 07
KZ293COMM016
Cybercadet
Vacant
KZ293COMM019
Cleaner
/ GeneralAssistant
TG 03
KZ293COMM020
Librarian
TG 12
KZ293COMM007
Cyber Cadet
KZ293COMM014
Library Assistant
TG 07
KZ293COMM017
Library Volunteer
Mobile Unit Vacant
KZ293COMM021
Assistant librarian
TG 09
KZ293COMM013
Library
Assistants
Vacant
TG 07
KZ293COMM018


Community Services Ndwedwe
Local Municipality
Municipal Manager
KZ293/MM/001
Director
Community Services
Vacant
KZ293COMM001
Secretary
TG 08
KZ293COMM002
Manager Disaster
TG 16
KZ293PBS002
Disaster Management Practitioner
TG 12
KZ293COMPS004
Fire Fighters
TG 09
KZ293COMPS009
Vacant
KZ293COMPS012
Disaster Management Practitioner
TG 12
KZ293COMPS003
Fire Fighters
TG 09
KZ293COMPS010
Vacant
KZ293COMPS011
Manager Public Safety
KZ293PBS001
Chief Traffic and Law enforcement
KZ293COMPS013
Superintendent Licencing
TG 13
KZ293COMPS015
Examiners
TG 10
KZ293COMPS019
Cashiers
TG 06
KZ293COMPS022
Licencing Officers
TG 10
Cashiers
TG 06
KZ293COMPS021
Superintendent Traffic and Law enforcement
KZ293COMPS014
By-Law Enforcement
KZ293COMPS017
Peace Officers/
Traffic Wardens
KZ293COMPS020
Traffic Officers
KZ293COMPS016


Technical Services
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Technical Services
KZ293TECH001
Secretary
TG 08
KZ293TECH002
Engineering Electrician
Vacant
TG 12
KZ293TECH032
Manager PMU
TG 16
KZ293TECH004
MIG Data Capturer
KZ293TECH028
PMU Engineering
Technician
TG 12
KZ293TECH029
Technical Interm
Vacant
KZ293TECH030
Civil Engineering
Technician
TG 12
KZ293TECH025
Civil Engineering
Technician
TG 12
KZ293TECH026
Civil Engineering
Technician
TG 12
KZ293TECH027
Technical Interm
Vacant
KZ293TECH022
Civil Engineering Technician
Building Maintenance
TG 12
KZ293TECH010
Handyman
TG 08
KZ293TECH011
Manager Public Works
TG 16
KZ293TECH003
EPWP Coordinator
TG 12
Vacant
KZ293TECH033
TLB Operator
TG 08
KZ293TECH013
Truck Drivers Heavy
Duty x2
TG 08
KZ293TECH017-
018
Roller Operator
TG
KZ293TECH012
Grader Operator X2
TG 08
KZ293TECH014-
015
Grader Operator
TG 08
KZ293TECH016


Economic Development &Planning
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director Economic Development & Planning
KZ293EDP001
Secretary To Director EDP
KZ293EDP002
Manager LED
TG 16
KZ293EDP003
LED Officer Agriculture
TG 12
KZ293EDP012
LED Intern
Vacant
KZ293EDP017
Tractor Drivers X 2
TG 07
X1 Vacant
KZ293EDP015-017
LED Officer SMME & Co-operatives Development TG 12
KZ293EDP011
Manager Planning and Town Development TG 16
KZ293EDP003
Senior Housing Coordinator t
TG 12
KZ293EDP008
Admin Clerk
TG 07
KZ293EDP010
GIS Technician
Shared Services
KZ293EDP007
Town Planner
TG 13
KZ293EDP006
Planning Intern
KZ293EDP018
Vacant

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.4 MANAGING THE MUNICIPAL WORKFORCE

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

4.4.1 WORKFORCE LEVELS

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

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

- **Director Economic Development and Planning:** this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent, the position is filled. These responsibilities include Integrated Development Planning, Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development and Housing Sector Plan.

    - Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as 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):** this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions.

    - Issues regarding the raising of revenue are being attended to. E.g. the municipality is currently developing Tariffs that would enable it to get revenue from the utilization of municipal halls, market stalls, etc. In the execution of financial duties, the CFO is assisted by the Manager Accountant, Manager: SCM and Manager: Budget.

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

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

- **Director Technical Services:** the municipality has filled this post since is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

4.5 HUMAN RESOURCE POLICIES AND PLANS

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

The following Human Resource Policies are in place.

HR POLICIES AND PLANS

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

TABLE 49: PLANS & POLICIES

Human Resource Strategy

The Municipality has a Human Resources Strategy provides a framework of rules and regulations, which are essential for the well-being of the employees and the successful achievements of the organization's objectives, as contained in the IDP.

The HR Strategy ensures that the rights of individual employees are upheld, and the objectives of the organization are achieved.

It contains tools such as the Recruitment, Selection, Appointment, Staff Retention, Orientation and Induction Policy and Procedures; Employee Assistance Policy; Code of Good Practice; Conditions of Service; Leave Policy; Remuneration and Employment Benefits Policy; Training and Development Policy; Disciplinary Code, Policy and Procedures; Grievance Procedure; Workplace Policy on HIV and Aids; Smoking Policy; Termination of Employment Policy and Procedure. There are other polices that have been adopted.

Employment Equity Plan

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

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

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

Exit Interview Questionnaire

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

Skills Retention Policy

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

Information and Communication Technology Framework

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

a) The purpose of the Ndwedwe ICT Policy

- To inform users and managers of their responsibilities when utilizing information assets, as well as for protecting technology and information assets
- To specify the mechanisms through which to acquire, configure and audit computer systems and networks in compliance with the policy
- To minimize disruption to and misuse of the Municipalities ICT infrastructure
- To ensure that the Municipalities resources are used for purpose appropriate to the business mission
- To define what users may or may not do on the various components of the system infrastructure

b) Ndwedwe ICT Policy applies to:

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

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

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

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.6 CAPACITATING MUNICIPAL WORKFORCE

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

4.7 SKILLS DEVELOPMENT AND TRAINING

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

Workplace Skills Plan

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

No	Name of the Programme	No of Officials and Councillors Attended	Dates for the Training
1	OHS Training	13	29 - 30 / 07/2019
2	Pay Day Training	7	15 - 16 /08/2019 09 - 11/09/2019
3	MMDP Training	19	26- 29 /08/2019 28 - 31/10/2019 24- 28 /11/2019
4	HR Practitioners Workshop	7	7-8 /03/ 2019
5	Job Evaluation Training	1	4-8/ 03/2019
6	Risk Management Capacity Building	1	8-15 /03/ 2019
7	Evaluation Training Programme	1	14/03/19
8	# Pressforchange Women in Leadership Training	11	18-20/03/2019 5-7 /03/ 2019
9	Senior Managers Induction Programme	3	18-20 /03/2019
10	Sitting of the Council of Speakers	1	19-20 /03/ 2019
11	Municipal Legislations	12	9-10 /05/ 2019
12	Cascading of PMDS to Lower Levels	2	15/0-5/19
13	Disability Rights Awareness Workshop	18	19 -20 /06/ 2019
14	Gaps Skills	2	18- 19 /06/ 2019
15	Policy Workshop	39	10/09/19
16	Conditions of Service	22	11/11/19
17	Disciplinary Collective Agreement	2	26 – 27/11/ 2019
18	Policy Workshop	52	17- 18/10/ 2019
19	Cascading of PMDS to Lower Levels	2	12/11/19
20	Peer Learning Workshop	3	19/11/19
21	HRD Governance Training	4	11 – 14/02/ 2020
22	Arbitration and Conciliation Training	2	25 -27 /02/ 2020
23	Records Management Training	3	2 - 6 /03/ 20202

SKILLS MATRIX						
Management	**Gender**	**Employees in post as at 30 June 2020**	**Learnerships**	**Skills programme and other short courses**	**Others of training**	**Total**
MM and S57	Female	1				1
	Male	5		2		5
Councillors, senior officials and managers	Female	18		4		18
	Male	35				35
Technicians and associate professionals	Female	3		3		3
	Male	5		3		5
				5		
Professionals	Female	14		4		14
	Male	15				15
Sub Total		96				96

SKILLS DEVELOPMENT AND EXPENDITURE

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



COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.8 MANAGING THE WORKFORCE EXPENDITURE

Section 66 of the Local Government Municipal Financial Management Act 56 0f 2003, states that the accounting officer of a municipality must, in a format and for periods as may be prescribed, report to the council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits, and in a manner that discloses such expenditure per type of expenditure.

4.9 EMPLOYEE EXPENDITURE PER DEPARTMENT

The following is the employee expenditure for Ndwedwe Municipality.

DESCRIPTION	FINANCE	MUNICIPAL MANAGER	CORPORATE SERVICES	COMMUNITY SERVICES	EDP	TECHNICAL SERVICES	TOTAL
Basic Salary	7 457 208.50	6 430 648.77	8 438 654.54	5 488 359.28	3 794 757.89	5 007 967.68	**36 617 596.65**
Basic Salary Section 57	627 121.65	713 834.00	540 864.60	627 121.65	627 121.65	581 908.67	**3 717 972.22**
Basic Salary FMG Interns	500 000.00						**500 000.00**
Basic Salary Library Grant				1 636 666.37			**1 636 666.37**
TOTAL	**8 584 330.15**	**7 144 482.77**	**8 979 519.14**	**7 752 147.30**	**4 421 879.54**	**5 589876.35**	**42 472 235.25**
Bonus	621 434.04	324 854.21	690 721.21	529 148.66	264 083.62	298 664.23	**2 728 905.97**
Vehicle Allowances	234 057.00	316 800.00	350 394.58	294 058.00	124 200.00	221 307.72	**1 540 817.30**
Vehicle Allowances Section 57	195 360.00	268 647.23	195 365.00	195 365.00	195 360.00	195 360.00	**1 245 457.23**
TOTAL	**429 417.00**	**585 447.23**	**545 759.58**	**489 423.00**	**319 560.00**	**416 667.72**	**2 786 274.53**
Medical Aid	484 283.00	187 407.00	729 501.23	346 389.12	215 718.00	300 906.88	**2 264 205.23**
Medical Aid Section 57			45 230.40	20 000.00	19 368.00	50 618.00	**135 216.40**
TOTAL	**484 283.00**	**187 407.00**	**774 731.63**	**366 389.12**	**235 086.00**	**351 524.88**	**2 399 421.63**
Provident Fund	727 077.83	425 462.92	808 143.82	555 591.42	277 558.65	467 815.30	**3 261 649.93**
Pension Fund	552 685.12	360 007.08	683 814.00	537 368.82	234 857.32	395 843.71	**2 764 576.06**
TOTAL	**1 279 762.95**	**785 470.00**	**1 491 957.82**	**1 092 960.24**	**512 415.97**	**863 659.01**	**6 026 225.99**
Council Industrial	79 572.08	64 306.49	89 795.19	71 030.26	37 947.58	50 079.68	**392 731.28**
Council Industrial section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	**37 179.72**
UIF	79 572.08	64 306.49	84 386.55	71 030.26	37 947.58	50 079.68	**387 322.63**
UIF Section 57	6 271.22	7 138.34	5 408.65	6 271.22	6 271.22	5 819.09	**37 179.72**
TOTAL	**85 843.30**	**71 444.83**	**89 795.19**	**77 301.47**	**44 218.80**	**55 898.76**	**424 502.35**
Housing Allowance	51 120.00	10 224.00	59 520.00	20 448.00	53 671.28	20 448.00	**215 431.28**

TABLE 50: EMPLOYEE EXPENDITURE

EMPLOYEE EXPENDITURE PER MONTH

The following is the employee expenditure for Ndwedwe Municipality.

	MUNICIPAL MANAGEMENT		FINANCE DEPARTMENT		CORPORATE DEPARTMENT		TECHNICAL DEPARTMENT		ECONOMIC DEVELOPMENT	
	SALARY		SALARY		SALARY		SALARY		SALARY	
JUL	430 088,23		458 074,55		488 493,71		247 545,53		250 895,11	
AUG	433 777,89		458 678,59		488 784,61		247 545,53		250 895,11	
SEP	434 399,05		418 565,43		489 534,10		288 753,37		195 866,48	
OCT	434 399,05		403 432,27		492 719,67		289 088,76		196 515,02	
NOV	469 795,84		404 381,97		492 719,67		301 323,04		197 447,62	
DEC	473 289,59		472 249,66		500 188,06		315 104,83		197 447,62	
JAN	523 113,65		425 910,72		522 859,29		328 055,43		197 447,62	
FEB	566 410,26		425 910,72		512 506,65		328 055,43		199 645,78	
MRT	591 990,08		427 753,67		512 770,17		328 055,43		199 645,78	
APR	591 296,15		428 121,58		512 770,17		328 055,43		199 645,78	
MAY	592 391,30		428 877,92		510 120,96		328 055,43		199 645,78	
JUN	592 391,30		428 877,92		510 473,48		328 055,43		199 645,78	
TOTAL	**6 133 342,39**		**5 180 835,00**		**6 033 940,54**		**3 657 693,64**		**2 484 743,48**	

TABLE 51: EMPLOYEE EXPENDITURE



CHAPTER 5: FINANCIAL PERFORMANCE

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

INTRODUCTION

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

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

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

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

5.1 STATEMENTS OF FINANCIAL PERFORMANCE 2019/2020

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

TABLE 52: STATEMENT OF FINANCIAL PERFORMANCE

5.2 GRANTS 2019/2020

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

5.3 ASSET 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. The following are of particular importance:

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.4.1 LIQUIDITY RATIO

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

5.4.2 COST COVERAGE

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

5.4.3 SERVICE DEBTORS TO REVENUE

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

5.4.4 DEBTORS COVERAGE

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

5.4.5 CREDITOR SYSTEM EFFICIENCY

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

5.4.6 EMPLOYEE COSTS

The following is the employee expenditure for Ndwedwe Municipality.

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

TABLE 53: EMPLOYEE EXPENDITURE

5.4.8 REPAIRS AND MAINTENANCE

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

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

COMPONENT B: CASH FLOW MANAGEMENT AND INVESTMENTS

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Capital projects are funded from Municipal Infrastructure grant and own revenue, different infrastructure construction is taking place in municipal wards.

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

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.9 CASH FLOW

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

5.10 BORROWING AND INVESTMENTS

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

5.11 PUBLIC PRIVATE PARTNERSHIPS

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

COMPONENT D: OTHER FINANCIAL MATTERS

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

5.12 SUPPLY CHAIN MANAGEMENT

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

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

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.

5.13 GRAP COMPLIANCE

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

The audited Annual Financial Statements (AFS) for the financial year ending 2019/2020 is attached as Annexure A to this report



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

The audited Annual Financial Statements (AFS) and Annual performance report for the financial year 2019/2020 will be available by the Audit Performance Committee report for the financial year 2019/2020 once the Auditor General audit has been concluded. Below is a copy of the Audit Performance Committee report for the financial year ending 2018/2019.

1. PURPOSE

The purpose of this report is to apprise Council on the audit committee's progress in carrying out its oversight responsibilities in terms of section 166 of the Municipal Finance Management Act (Act 56 of 2003) as amended (MFMA) read with circular 65 published by the National Treasury on the outcome of the work done by the Audit Committee during the period 01 July 2018 to 30 June 2019.

2. DELEGATIONS

The Audit Committee is a sub-committee of Council.

3. LEGISLATIVE PROVISIONS / POLICIES AND BACKGROUND

3.1 In terms of provisions of section 166 (2) (b) of the Municipal Finance Management Act of 2003 ("the MFMA"), an Audit Committee is an independent advisory body which must advise the Municipal Council, the political office bearers, the Accounting Officer and Management staff of the municipality on matters relating to:

i. Internal financial control and internal audits;
ii. Risk management
iii. Accounting policies;
iv. The adequacy, reliability and accuracy of financial reporting information;
v. Performance management;
vi. Effective governance;
vii. Compliance with the Act, the annual Division of Revenue Act and other applicable legislation;
viii. Performance evaluation; and
ix. Any other issues referred to it by the municipality

3.2 The Audit Committee of the Municipality submits its report to Council in terms of the provisions of section 166 (2) (b) of the MFMA and this report covers the financial period from 01 June 2018 to 30 June 2019.

3.3 The report records the outcome of the work done by the Audit Committee for the period indicated above. The committee from time to time made recommendations as preventative or corrective measures to the weaknesses identified by Internal Audit Unit in the municipality or from reports and information supplied to the Audit Committee. This report also serves to bring to the Council's attention matters which may significantly impact the financial health of the organisation.

3.4 The advice or recommendations contained in this report have been made based on information supplied to the Audit Committee and is subject to change after due consideration of any new information it may receive as well as subsequent deliberation with the municipality.

4. DISCUSSION

4.1 Membership

The Audit Committee consists of the members listed hereunder and meets as a minimum, four times a year as per the approved Audit Committee Charter. The composition of the committee is a minimum of three members as per section 166(4)(a) of the MFMA.

4.2 Names of Members

- Dr TI Nzimakwe (Chairperson);
- Mr B Dladla;

During this period Mr S Mbongwe was appointed following the resignation of one member of the Audit Committee.

4.3 Overview of Activities

The Committee has met 5 times during the 2028/2019 financial year. Audit Committee members and attendance was as follows:

Details	Qualifications	Meetings	Status
Dr TI Nzimakwe	PhD	5	Active
Mr B Dladla	B Com	4	Active
Mr S Mbongwe	B Tech	1	Active

4.4 Audit Committee Responsibilities

The Audit Committee has complied with its responsibilities arising from section 166 of the Municipal Finance Management Act, Act 56 of 2003, (MFMA) and clause 14(2)(a) of the Municipal Planning and Performance Management Regulations of 2001.

The Audit Committee's work is guided and regulated by the Audit Committee Charter, which is reviewed, amended and ratified by Council on an annual basis and has discharged all its responsibilities as contained therein.

The Audit Committee is further guided by the guidelines issued by the Public Sector Committee Forum on 26 February 2018.

4.5 Internal Audit Function and Systems of Internal Control

4.5.1 In terms of S165 (1) of the MFMA, each municipality is required to have an Internal Audit function. The Internal Audit Charter regulates the work of the Internal Audit activities. The Internal Audit Charter was adopted by Council and is reviewed on an annual basis.

Section165 (3) of the MFMA allows the municipality to co-source the internal audit function if the Municipality requires assistance to develop its internal capacity. Circular 65 of the MFMA also provides guidance on the Outsourcing or Co-sourcing of Internal Audit Activity.

4.5.3 Due to lack of capacity as a result of a high vacancy rate, the Ndwedwe Internal Audit Unit is completely outsourced. The current service provider is Ntshidi and Associates.

4.5.4 The Internal Audit three year rolling audit plan for the 2018/19 – 2020/21 and the detailed annual Internal audit plan for the 2018/19 financial year were submitted by the Internal Audit Unit to the Audit Committee and approved at a meeting which was held on 14 March 2019.

4.5.5 Internal Audit Plan Update. The committee reviewed the progress on the implementation of the approved Internal Audit Plan for the year ending 30 June 2019 and noted that whilst the delay in management responses is still prevalent, there is no reason to believe that the plan will not be completed.

4.5.6 Of particular concern however, is the considerable number of completed audits of which the design and operation of the systems of internal control are respectively inadequate and ineffective making the journey towards achieving a clean audit administration rating that much more difficult.

4.5.7 The detailed audit reports contain recommendations to address the weaknesses identified. These were approved by the committee and management is urged to implement them as soon as possible.

4.5.8 The committee noted the Internal Audit findings and the overall assessment of the control environment as well as the recommendations proposed to strengthen controls and the management comments thereof

4.6 Implementation of External and Internal Audit Findings

As a municipality we need to take note that in order to achieve positive audit outcomes we need to implement the recommendations of Internal Audit; the Audit Committee and the Auditor-General. The Audit Committee is concerned that many of the recommended actions from Audit Reports and resolutions taken by the Audit Committee are not being actioned and may result in undesirable audit outcomes.

4.7 Performance Management Reporting

The Audit Committee noted the Performance Reports submitted by the Performance Management Unit and raised concerns that the PMS Manager reported that information is submitted very late by various departments. This delays the verification of information. It is recommended that this be rectified.

The performance management system continues to improve and management is gradually getting familiar with the system. Overall good performance for all departments for 2018/2019 was achieved.

5. EFFECTIVE GOVERNANCE

The Audit Committee fulfils an oversight role regarding the Municipality's governance processes. It is responsible for ensuring that the Internal Audit Unit is independent and has the necessary resources, standing and authority to enable it to discharge its duties. Furthermore, it oversees cooperation between the internal and external auditors, and serves as a link between the Council and these functions.

The Mayor and the Chairperson of MPAC have a standing invitation to attend Audit Committee meetings.

6. CONCERNS

The Audit Committee was unable to review the Financial Reports (S71; S72 and SCM reports) for the quarter ending 31 March 2019 (Q3). These reports were not submitted to the Audit Committee. While the Internal Audit function is completely outsourcing, it is concerning that the Municipality does not have an internal resource/person to attend to the activities of auditing.

It is the view of the Audit Committee that matters of risks within the municipality are not reviewed. During the 2018/2019 financial year, the Municipality did not have not have an internal resource/person to attend to risk matters. The Municipality also did not have an independent Risk Chairperson.

7. CONCLUSION

The Audit Committee confirms its commitment to assist Council to make significant progress towards clean administration. The Audit Committee also wishes to thank Ndwedwe Council and Management of the Municipality for their support and the teams from internal and external audit for their contributions.

Submitted by:



Dr TI Nzimakwe – Chairperson
On behalf of the Audit and Performance Committee
20/11/2019



CHAPTER 6: AUDITOR-GENERAL'S FINDINGS

In terms of Section 188 (1)(b) of the Constitution of the Republic of South Africa 1996 (Act 108 of 1996), the functions of the Auditor-General include auditing and reporting on the accounts, financial statements and financial management of all municipalities.

AUDITOR-GENERAL'S FINDINGS

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

The Auditor-General conducted the audit of this Municipality for two previous financial years ending 2018/2019, the findings have been indicated below. The Auditor-General has commenced the Audit process for the last financial year ending 2019/2020. The financial statements were submitted to them within the prescribed timeframes as determined by Section 126 (1)(a) of the Local Government: Municipal Finance Management Act 2003 (Act 56 of 2003).

COMPONENT A: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS 2019/2020

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

Report on the audit of the financial statements

Opinion

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

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

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.

4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

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

Restatement of corresponding figures

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

Debt impairment

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

Other matter

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

Unaudited disclosure notes

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

Responsibilities of the accounting officer for the financial statements

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

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

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

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

14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures also do not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the basic service delivery and infrastructure development priority presented in the municipality's annual performance report for the year ended 30 June 2020.

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I did not raise any material findings on the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development priority.

Other matter

20. I draw attention to the matter below.

Achievement of planned targets

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

Report on the audit of compliance with legislation

Introduction and scope

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

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

Annual financial statements

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

Expenditure management

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

Consequence management

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

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

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

Other information

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

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

31. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

32. The other information I obtained prior to the date of this auditor's report is the mayor's foreword.

33. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.

34. I have nothing to report in this regard.

35. When I do receive and read the other information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

36. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

37. Management did not prepare accurate financial reports which are supported by accurate supporting schedules and evidence. Furthermore, additional controls around unauthorised, fruitless and wasteful expenditure were not implemented to ensure that municipality complied with applicable laws.

38. The audit committee did not adequately fulfil their duties as they did not direct the effects of the internal audit unit effectively.

Other reports

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

Investigations

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



COMPONENT B: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS 2018/2019

Report of the Auditor-General to the KwaZulu-Natal Provincial Legislature and the Council on Ndwedwe Local Municipality

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Ndwedwe Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ndwedwe Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice {SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2018 (Act No. 1 of 2018){Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this report.

4. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* and, parts 1 and 3 of the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* {IESBA codes), as well as the 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 codes.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter

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

Material losses

7. As disclosed note 19 to the financial statements, material losses of R4,38 million (2018- R2,37 million) were reported by the municipality on the impairment of the accounts receivable from exchange and non-exchange transactions.

Uncertainty relating to the future outcome of exceptional litigation

8. With reference to note 37 to the financial statements, the municipality is in litigation cases relating to, rendering of fencing services, advertising, relinquish of property and breach of contract. 1he ultimate outcome of this matter was not determinable at year-end and "n' o provision for any liability that may result was made in the financial statements.

Other matter

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

Unaudited disclosure notes

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

Responsibilities of accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA, 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 Ndwedwe 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 intention is to liquidate the municipality or to cease operations, or there is no realistic alternative but to do so.

Auditor-General's responsibilities for the audit of the financial statements

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

14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected objective presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

16. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2019:

Objective	Pages in the annual performance report
Development objective 2 - basic service delivery	x-x

18. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I did not raise any material findings on the usefulness and reliability of the reported performance information for this selected development objective.

Other matters

20. I draw attention to the matters below.

Achievement of planned targets

21. The annual performance report on pages x to x includes information on the achievement of planned targets for the year and explanations are provided for the under achievement of a number of targets.

Adjustment of material misstatements

22. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of development objective 2 - basic service delivery. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

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

24. The material findings on compliance with specific matters in key legislations are as follows:

Annual financial statements

25. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of disclosures on property, plant and equipment, consumer debtors, payables from exchange transactions, financial instruments, long service awards and capital commitments identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Asset management

26. Funds were invested in Ithala SOC Limited, in contravention of municipal investment regulation.

Expenditure management

27. Reasonable steps were not taken to prevent irregular expenditure amounting to R31,63 million as disclosed in note 31 to the annual financial statements, as required by section 62(1)(d) of the **MFMA.**

Procurement and Contract Management

28. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though **it was** not impractical to invite competitive bids, in contravention of SCM regulation 36(1).

29. Some of the bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).

30. Some of the commodities designated for local content and production, were procured from suppliers who did not submit a declaration on focal production and content as required by the 2017 preferential procurement regulation.

Consequence Management

31. Some of the 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.**

Other information

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

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

34. In connection with my audit, my responsibilityis to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

35. The other information I obtained prior to the date of this auditor's report are the mayor's foreword and the accounting officer's report. The audit committee's report and external evaluation of service providers are expected to be made available to me after 30 November 2019.

36. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have not identified any material inconsistencies on the information received to date.

37. When I do receive and read the audit committee's report, evaluation of external service providers, 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, ifit is corrected this will not be necessary.

Internal control deficiencies

38. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon.

39. The matters reported below arelimited to the significant internal control deficiencies that resulted in findings on compliance with legislation included in this report.

40. Management did not perform a review of the account balances and transactions in aregular manner on the financial system to ensure the amounts included on the annual financial statements are accurate and complete.

41. Management did not ensure the procurement processes complied with the Municipal SCM regulations relating to deviations and local content and production.

Other reports

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

Investigation

43. The municipality engaged the services of the attorney to conduct an investigation into alleged irregularities in the prior years on duplicate payments made to suppliers. The investigation was still in progress at the date of this report.

Auditor - General

Pietermaritzburg
30 November 2019

AUDITOR-GENERAL SOUTH AFRICA
Auditing to build public confidence

Annexure - Auditor-General's responsibility for the Audit

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

Financial Statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:
   - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
   - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control
   - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
   - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Ndwedwe local 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 whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

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

4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

APPENDICES

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