


# NDWEDWE LOCAL MUNICIPALITY AUDITED ANNUAL PERFORMANCE REPORT FOR THE YEAR ENDED 30 JUNE 2021

# Table of Contents


CHAPTER 1: MAYOR'S FOREWORD ..... 4

..... 4

..... 4

CHAPTER 2: MUNICIPAL MANAGER'S OVERVIEW ..... 6

OVERVIEW OF THE MUNICIPALITY ..... 8

KEY FACTS ..... 9

CHAPTER 2: GOVERNANCE ..... 10

2.1 STRATEGIC PRIORITY: HUMANS RESOURCES AND ORGANISATIONAL DEVELOPMENT ..... 10

2.2 STRATEGIC PRIORITY: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ..... 11

2.3 STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT AND PLANNING ..... 11

2.4 STRATEGIC PRIORITY: FINANCIAL VIABILITY AND MANAGEMENT ..... 11

2.5 STRATEGIC PRIORITY: GOOD GOVERNANCE AND PUBLIC PARTICIPATION ..... 11

CHAPTER 3 MUNICIPAL POWERS AND FUNCTIONS ..... 12

VISION ..... 12

MISSION ..... 12

VALUES ..... 12

SUMMARY ..... 13

CHAPTER 4: PERFORMANCE MANAGEMENT PROCESSES ..... 14

CHAPTER 5 PERFORMANCE AND SUPPORTING INFORMATION ..... 16

5.1 COMPARATIVE ANNUAL PERFORMANCE FOR 2019/2020 AND 2020/2021 FINANCIAL YEAR 16

5.2 CHALLENGES ..... 17

5.3 ORGANISATIONAL PERFORMANCE ..... 17

KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION ..... 18

**6.1.1 PERFORMANCE HIGHLIGHTS** ..... 19

**6.1.2 CHALLENGES** ..... 19

**6.1.3 MEASURES TAKEN TO IMPROVE PERFORMANCE** ..... 20

6.2 KPA 2: BASIC SERVICE DELIVERY ..... 20

**6.2.1 PERFORMANCE HIGHLIGHTS** ..... 21

6.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING ..... 23

**6.3.1 PERFORMANCE HIGHLIGHTS** ..... 24

**6.3.2 CHALLENGES** ..... 24

**6.3.3 MEASURES TAKEN TO IMPROVE PERFORMANCE** ..... 24

6.4 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT ..... 24

**6.4.1 PERFORMANCE HIGHLIGHTS** ..... 25

**6.4.2 CHALLENGES** ..... 26

**6.4.3 MEASURES TAKEN TO IMPROVE PERFOMANCE** ..... 26
6.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION ..... 26
**6.5.1 PERFORMANCE HIGHLIGHTS** ..... 27
**6.5.2 CHALLENGES** ..... 28
**6.5.3 MEASURES TAKEN TO IMPROVE PERFORMANCE** ..... 29
6.6 KPA 6: COMMUNITY AND SOCIAL SERVICES ..... 29
**6.6.1 PERFORMANCE HIGHLIGHTS** ..... 30
**6.6.2 CHALLENGES** ..... 31
**6.6.3 MEASURES TAKEN TO IMPROVE PERFORMANCE** ..... 31
CHAPTER 6 KEY AREAS TO NOTE ..... 32
6.1 IMPROVING PERFORMANCE ..... 32
6.2 DETERIORATING PERFORMANCE ..... 32
CHAPTER 7 ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER ..... 33
ANNEXURES ..... 35

# CHAPTER 1: MAYOR'S FOREWORD



His Worship, Mayor NV Chili

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

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

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

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

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

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

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

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

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

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

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

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

# CHAPTER 2: 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.

Mr M.F. Hadebe, Municipal Manager

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

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

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

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

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

The highlights and achievements for technical services are:

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

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

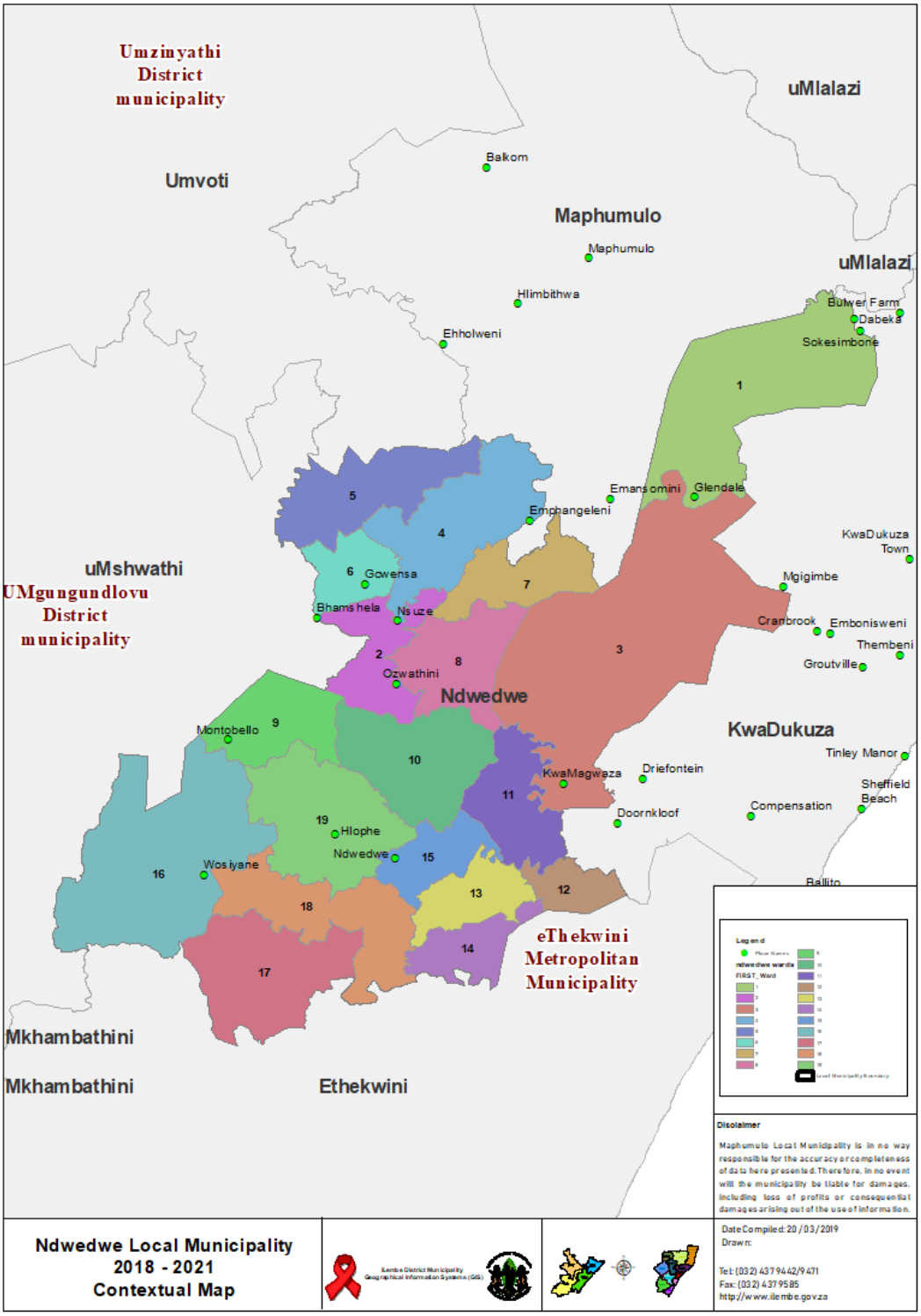
Our Municipality continued to ensure that halls and Roads are being maintained as a result of this existing capacity.

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

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

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

# OVERVIEW OF THE MUNICIPALITY




**Map 1: Ndwedwe Locality**

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, the majority of the area consists of tribal authority land ranging from topoFigureically 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 proximity to major urban and economic developments (e.g., King Shaka International Airport and Dube Tradeport), 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). 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.

## KEY FACTS

| **DESCRIPTION: NDWEDWE MUNICIPALITY (KZ 293) - LOCAL MUNICIPALITY FALLING WITHIN ILEMBE DISTRICT (DC 29)** | | | |
|---|---|---|---|
| **Extent of the Ndwedwe Municipal area (square kilometres)** | **1154** | | |
| **Population (Stats SA, 2011 Census)** | **140 820** | | |
| **Population Density (people/km$^2$)** | **115** | | |
| **Population Group (%)** | | | |
| **Black African** | **133, 358** | **99%** | |
| **Coloured** | **3** | **0%** | |
| **Indian/Asian** | **7** | **0%** | |
| **White** | **957** | **1%** | |
| **Male Population (%)** | **67, 423** | **51%** | |
| **Female Population (%)** | **66,903** | **49%** | |
| **Municipal Age profile** | **0 – 5** | **12%** | |
| **6 – 17** | **29%** | | |
| **18 – 35** | **31%** | | |
| **36 – 50** | **13%** | | |
| **51 – 64** | **8%8** | | |
| **Over 65** | **7%** | | |
| **Dependency Ratio (No. of people dependent on** | | **56% economically active group)** | |
| **HIV/AIDS status (% infected across District as *per KZN Dept. of Health Statistics)*** | | **Across District** | **34.7%** |
| **Education Levels** | **No Schooling** | **15%** | |
| **Grade 12** | **1%** | | |
| **Unemployment (out of labour force)** | **Unemployed** | **66%** | |

| | | | | |
|---|---|---|---|---|
| **Income Levels (%) R0/HH** | | | | **Households with income** **33% no** |
| | **R1 – R801/HH** | **Households** | **41%** | |
| | **R801 – R1600/HH** | **Households** | **16%** | |
| **Financial Grant Dependency (*as per DLGTA 2004*)** | | | **100%** | |
| **Number of Municipal Wards** | **19** | | | |
| **Number of Councillors** | **37** | | | |
| **Number of Traditional Authority Areas** | **23** | | | |
| **Service Backlogs (% Households with no access)** | | | | |
| **Water** | **46%** | | | |
| **Sanitation** | **86.4%** | | | |
| **Electricity** | **80%** | | | |
| **Refuse** | **99.4%** | | | |
| **Housing** | **70%** | | | |

**FIGURE 1: DEMOFIGUREICS**

# CHAPTER 2: GOVERNANCE

The strategic mission of Corporate Governance is 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 municipality.
- Monitoring and evaluation of programmes, reporting on actual performance against what was planned according to the IDP priorities and SDBIP.
- Liaising with other state departments and Local Municipalities in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance, and intergovernmental relations Framework Act, 2005; and-
- Rendering support services, speech writing, protocol, and ceremonial services, as well as communication services to the office of the Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

## 2.1 STRATEGIC PRIORITY: HUMANS RESOURCES AND ORGANISATIONAL DEVELOPMENT

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

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

## 2.2 STRATEGIC PRIORITY: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

- Sanitation Services
- Roads and transport Programmes
- Waste Management
- Project's maintenance
- Electricity and Electrification

## 2.3 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
- Planning and Development
- Sports and Recreation
- Disaster Management
- Library services

## 2.4 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)

## 2.5 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

# CHAPTER 3 MUNICIPAL POWERS AND FUNCTIONS

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

The Ndwedwe Municipality is responsible to ensure proper management of human resources, organisational development, financial viability and management and good governance and public participation. It is imperative to ensure service delivery, infrastructure and economic development in the Ndwedwe Municipality's rural context.

## 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"**

## MISSION

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

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

## VALUES

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

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

- Respect

## SUMMARY

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

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2020/21. These KPAs have been included in the municipal scorecard for 2020/2021 financial year. It also presents the year end performance results for 2020/2021. 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

# CHAPTER 4: PERFORMANCE MANAGEMENT PROCESSES

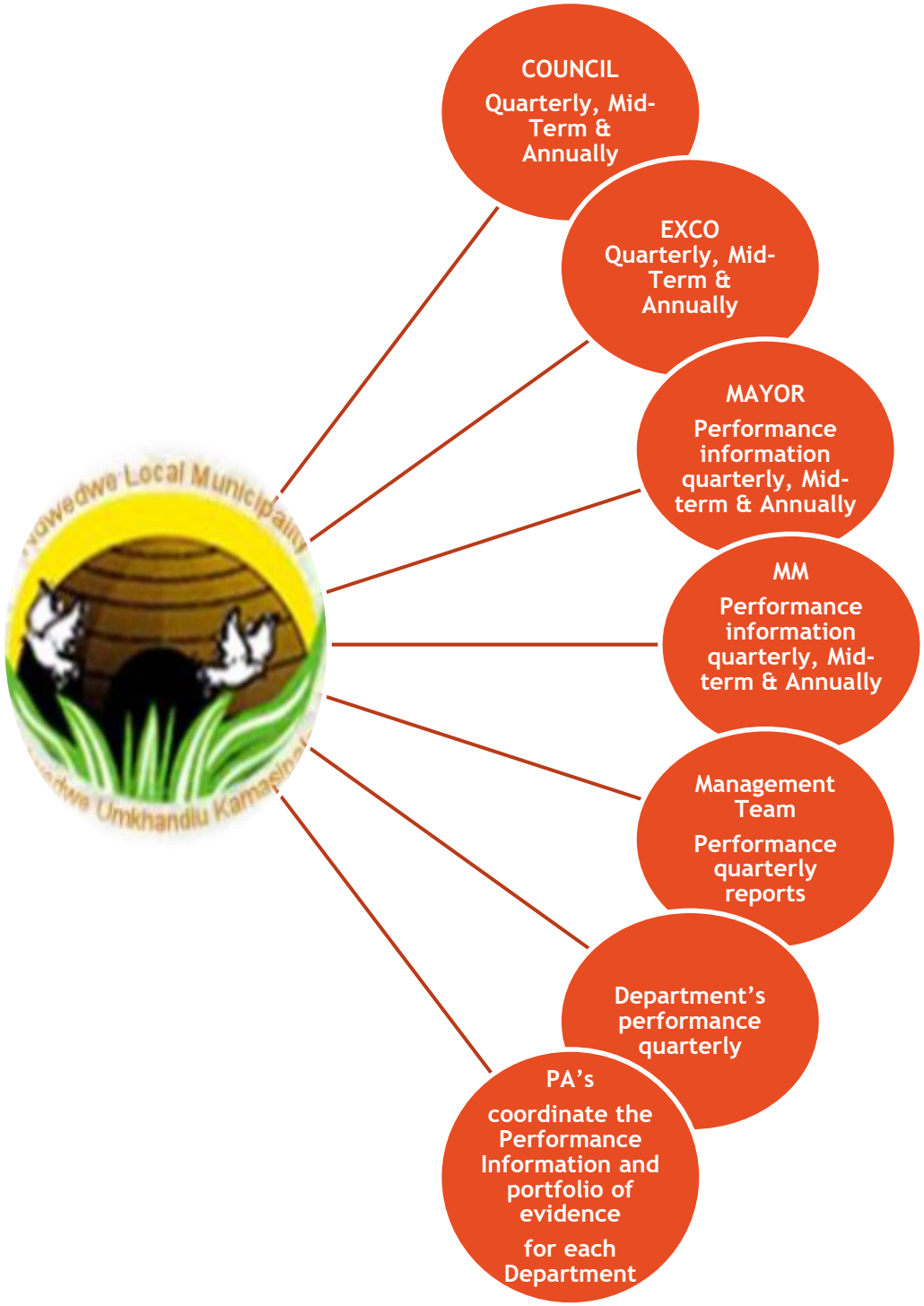
The Organisational Performance Framework must be reviewed annually and adopted as per the Municipal Systems Act, 32 of 2000, Chapter 6 guidelines. The Ndwedwe Framework was reviewed and adopted by Council on 11 June 2021. Organisational Performance forms an integral part of the implementation of the Integrated Development Plan (IDP) operational plans that are monitored, and progress is reported annually against the targets set out as well as challenges experienced during the 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 meets 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.

The Ndwedwe performance monitoring flow chart illustrated below.



The Municipal Systems Act of 2000, section 46 (2), requires the municipality to compile an Annual Performance Report that forms part of the Annual Report prepared in terms of the Municipal Finance Management Act. This report focuses on the Organisational Objectives, and the achievements thereof made by the Ndwedwe Local Municipality in the 2020/2021 financial year. It also provides feedback on the targets as set out in the approved Organisational Scorecard as well as the Service Delivery and Budget Implementation Plan used to monitor performance at an operational level.

# CHAPTER 5 PERFORMANCE AND SUPPORTING INFORMATION

According to the Municipal systems act, the PMS implementation and monitoring system places responsibility on each department and individual employees to collect relevant data and information to support the monitoring process. Evidence 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 not met.

The Organisational scorecard is a layered plan, with the top layer SDBIP dealing with consolidated service delivery targets and linking these targets to departmental Service Delivery and Budget Implementation Plans. The following table indicates the National Key Performance Areas (NKPA's) which includes the number of Key Performance Indicators (KPI's) on the Organisational scorecard and departmental Top layer Service Delivery and Budget Implementation Plans (SDBIP's).

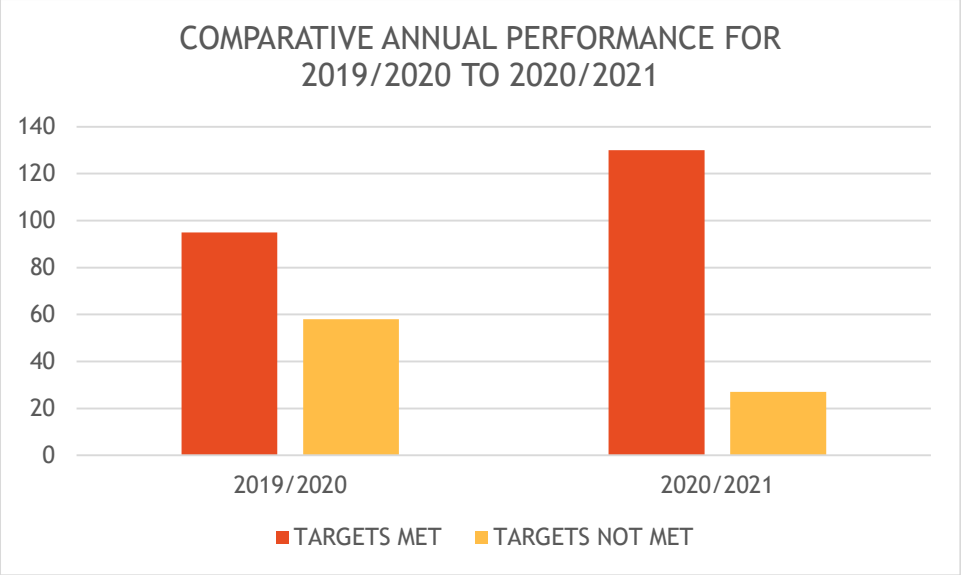
## 5.1 COMPARATIVE ANNUAL PERFORMANCE FOR 2019/2020 AND 2020/2021 FINANCIAL YEAR

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

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

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

**Table 1: Comparative Target Achievement Information**




## 5.2 CHALLENGES

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

## 5.3 ORGANISATIONAL PERFORMANCE

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

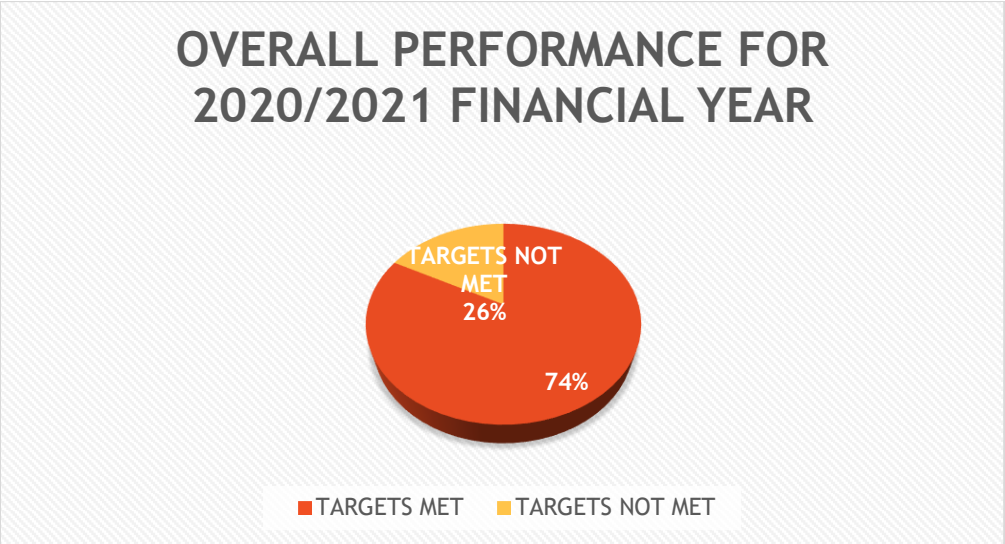



**FIGURE 2: ANNUAL PERFORMANCE FOR 2020/2021 FY**

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

*TABLE 2: ANNUAL PERFORMANCE FOR 2020/2021 FY*

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

**TABLE 3: PERFORMANCE PER DEPARTMENT**

## KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

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

**2020/2021**

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET % |
|---|---|---|---|---|
| Institutional Transformation & Development | 20 | 13 | 7 | 65% |

**Table 4: 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 Figure below illustrates the performance of the KPA 1.

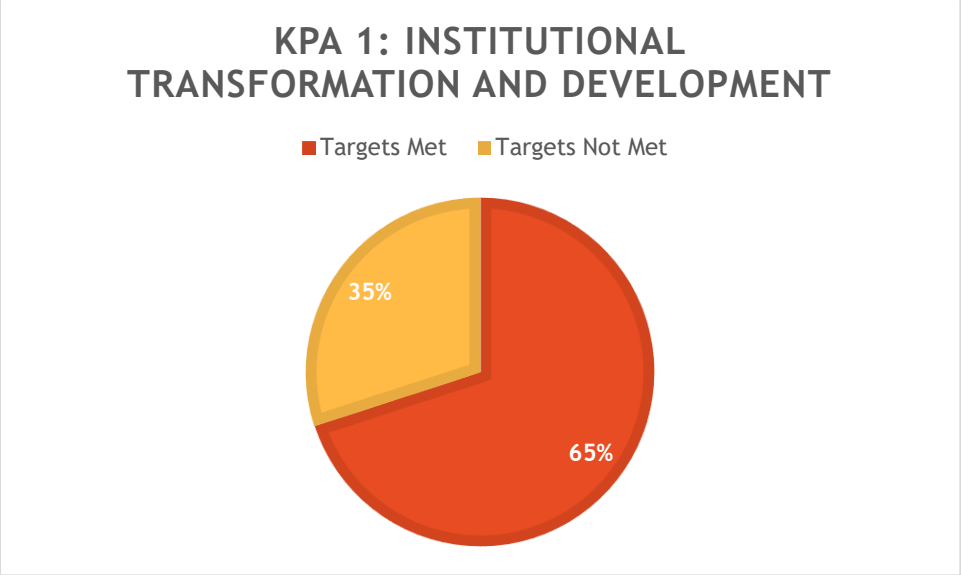



**Figure 1: Performance of the KPA 1**

### 6.1.1 PERFORMANCE HIGHLIGHTS

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

### 6.1.2 CHALLENGES

- Ref CS-03-20/21: 9 posts were filled instead of 10. Due to COVID-19 lockdown restrictions the posts were not filled.
- Ref CS-06-20/21: The service provider did not conduct the test.
- Ref CS-14-20/21: Trainings on Policies and Legislations meetings were not held due to capacity constraints.
- Ref CS-15-20/21: 1 Instead of 4 OHS Committee meetings were held due to capacity constraints.
- Ref CS-18-20/21: 1 instead of 4 EAP programs was held on 25 November 2020. Due to COVID-19 lockdown restrictions the EAP program was not held.
- Ref CS-19-20/21: 6 instead of 8 Policies/plans/strategies were reviewed on 23-25 November 2020. Cost containment policy, Disposal policy, Infrastructure maintenance policy, SCM policy, Variation policy and Human Resource Policy. Due to COVID-19 lockdown restrictions the OHS meetings were not held.

- REF-CS-20 -The ICT and Admin Unit met with the Risk Unit however due to capacity constraints the OHS and HR Unit did not meet the Risk Unit.

### 6.1.3 MEASURES TAKEN TO IMPROVE PERFORMANCE

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

## 6.2 KPA 2: BASIC SERVICE DELIVERY

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

**2020/2021**

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

**2019/2020**

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

**Table 5: KPA 2: Performance of targets**

The Figure below illustrates the performance of the KPA 2.

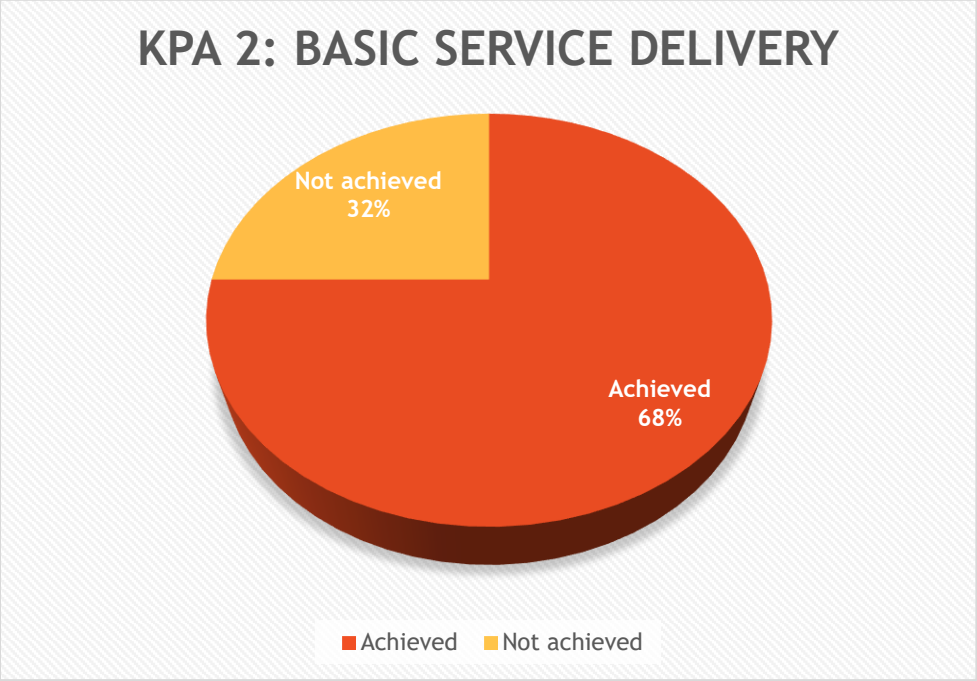



**Figure 2: Performance of KPA 2**

### 6.2.1 PERFORMANCE HIGHLIGHTS

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

- 2.3km Construction of Zondo Access Road and **Stormwater pipes/stone pitching has been completed.**
- 1,75km Final layer works for Construction of Gudlintaba Access Road has been completed as of 31 December 2020
- Project Completed. 1,75km Construction KwaNovimba Access Road has been completed.
- Project completed. 0.5km Construction of Chamani Access Road has been completed.
- Project Completed. Rehabilitation of Noorsburg access road has been completed.
- Construction of Nhlangwini sports field has been completed.
- Construction of Mandlakazi sports field has been completed.
- Construction (Paving, Security guard house and fencing) of Hloniphani Hall & Creche Ward 12 has been completed.
- Augmentation of water supply and installation JoJo tanks has been completed.
- Renovations to Johnny Makhathini Hall has been completed
- Maintenance Projects (Ceiling, doors, windows, road re-gravelling) has been completed.
- Rehabilitation of Nhlangano Access Road Ward 4 has been completed.
- Rehabilitation of Cemetery Access Road Ward 15 has been completed.
- Construction (Paving, Security guard house) of Mary Grey Sport Centre Phase 2 has been completed.
- Generator Installation-EDP Offices & Bhamshela Thusong Centre, Supply and installation of Generator has been completed

- Ndwedwe Street Lights, Supply and installation of high mast lights has been completed.
- Instead of 80 EPWP workers 83 has been appointed.
- 100% Capital expenditure has been spent.
- 3 Quarterly reports for road maintenance has been prepared
- 1 Progress Report on Risk Management has been prepared.

### 6.2.2 CHALLENGES

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

### 6.2.3 MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref TS-01: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-03: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-04: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-05: A new Contractor has to be appointed. The project will be completed in quarter 1 of the new financial year.
- Ref TS-07: The project will be completed in the quarter 1 of the new financial year.
- Ref TS-14: The PTO to be issued by Ingonyama Trust Board for Testing Centre site in quarter 1 of the new financial year.

- Ref TS-15: Eskom to resolve and provide Network Planning Report (NPR). The project will be completed in the quarter 1 of the new financial year.
- Ref TS-16: Close monitoring on the Contractor will be done to complete the project. The project will be completed in the quarter 2 of the new financial year.
- Ref TS-24: The project will be completed in quarter 1 of the new financial year.

## 6.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

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

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

**2020/2021**

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

**2019/2020**

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

**Table 6: KPA 3: Performance of targets**

The Figure below illustrates the performance of the KPA 3.

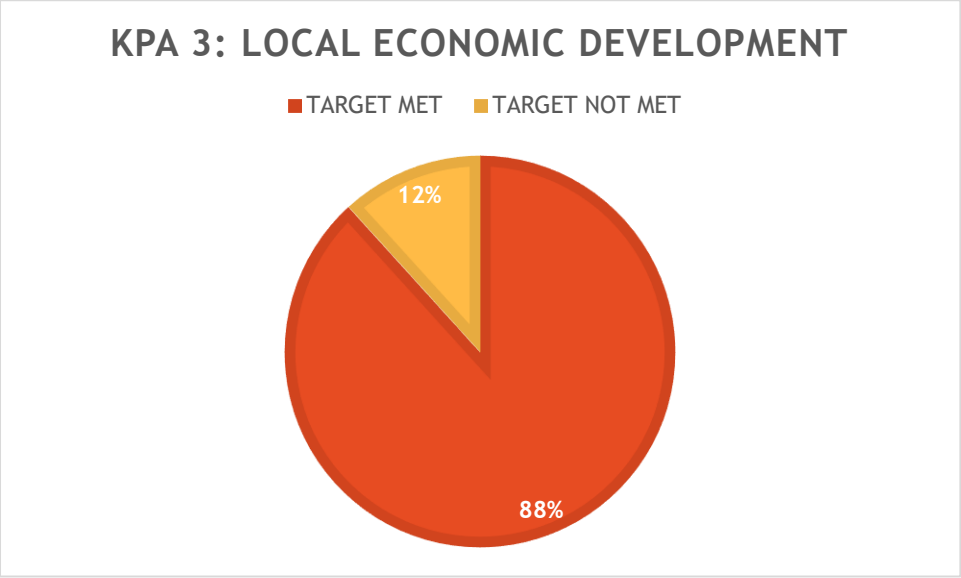



**Figure 3: Performance of KPA 3**

### 6.3.1 PERFORMANCE HIGHLIGHTS

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

### 6.3.2 CHALLENGES

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

### 6.3.3 MEASURES TAKEN TO IMPROVE PERFORMANCE

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

## 6.4 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

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

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

**2020/2021**

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| **Financial Viability and Management** | **22** | **19** | **3** | **86%** |

**2019/2020**

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|---|---|---|---|---|
| **Financial Viability and Management** | **22** | **21** | **1** | **86%** |

**Table 7: KPA 4: Performance of targets**

The Figure below illustrates the performance of the KPA 4.

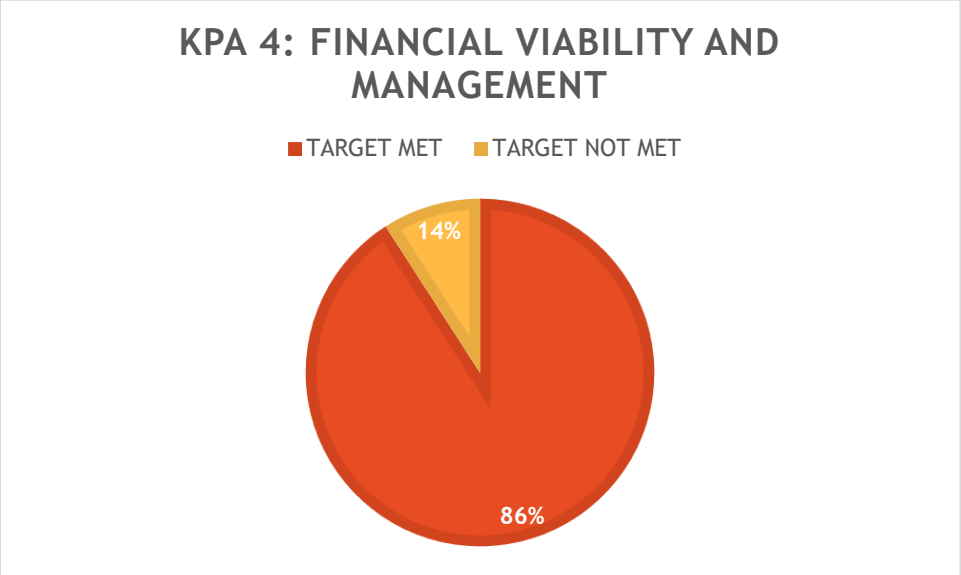



**Figure 4: Performance of KPA 4**

### 6.4.1 PERFORMANCE HIGHLIGHTS

- 12 Monthly Transactional Mscoa reports submitted to Finance Portfolio and Council.
- 1 MFMA 72 Report submitted.
- The Adjusted Budget was adopted by Council on 31 March 2021.
- Final Budget was adopted by Council on 11 June 2021.
- 73% of Revenue collected.
- 11 Policies adopted by Council.
- Supplementary General Valuation Roll was produced and submitted KZN COGTA by 30 June 2022
- 4 Quarterly reports generated for Screening of State Employees from SCM database submitted.
- 4 Quarterly report for Appointment of Local Service Providers submitted to Council Portfolio committee.
- 12 Monthly Governance Reports (Debtors Reconciliation Book) reports were submitted.
- 12 Monthly Property Rates Reconciliations reports were submitted.

- 12 Bank Reconciliations reports were submitted.
- 12 Monthly Investment Reports were submitted.
- 12 Monthly Grants registers were submitted at the end of 30 December 2020
- Achieved. Creditor's payment done within 30 days of submission.
- Third Party payment were produced and completed.
- Adopted Financial statements submitted to Auditor General, Treasury and CoGTA by 30 September 2020.
- 45% Debt Total Borrowings and Revenue was completed.
- 1 Progress Report on Risk Management was completed.

### 6.4.2 CHALLENGES

Ref F-02-20/21: 12 Monthly Section 71 MFMA reports completed however for the last quarter the reports were submitted late to Treasury.
Ref F-19-20/21: The Finance department was resolving errors on the system, as a result the MFMA was submitted late.

- Ref F-20-20/21: 3 Instead of 4 quarterly SCM reports were submitted to Council. 1 Quarterly SCM report was completed however due to no Council sitting the SCM report was not approved.

### 6.4.3 MEASURES TAKEN TO IMPROVE PERFOMANCE

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

## 6.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

2020/2021

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

2019/2020

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET% |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| **Good Governance and Public Participation** | **35** | **24** | **11** | **69%** |

**Table 8: KPA 5: Performance of targets**

The Figure below illustrates the performance of the KPA 5.

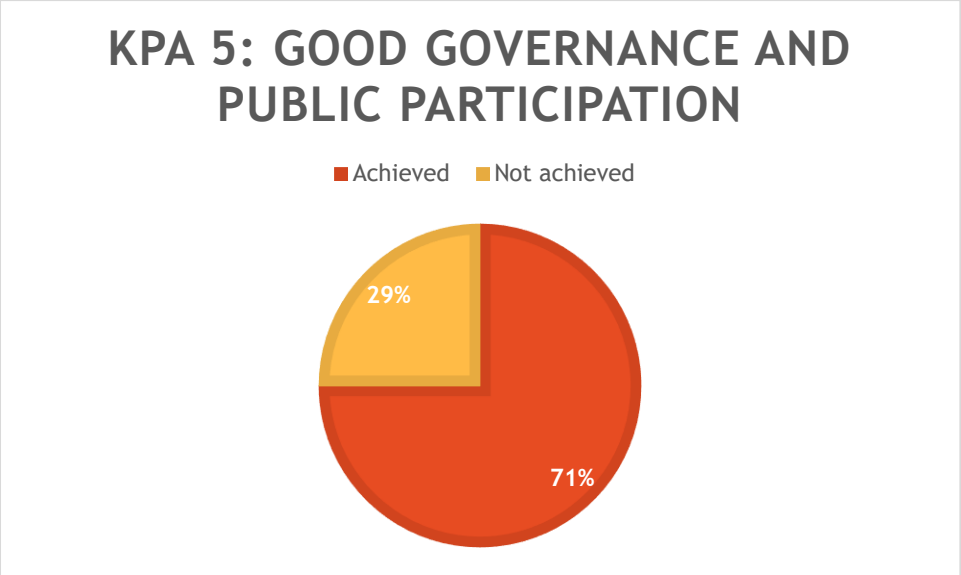



**Figure 5: Performance of KPA 5**

### 6.5.1 PERFORMANCE HIGHLIGHTS

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

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

### 6.5.2 CHALLENGES

- Ref MM-01-20/21: The reports were not submitted to the Audit Committee due to their Contract came to an end.
- Ref MM-03-20/21: The Oversight report was submitted to Council on 11 June 2021 but not presented due to Chairperson of MPAC not present.
- Ref MM-10-20/21: The Ward committee training was not held due to COVID-19 lockdown restrictions.
- Ref MM-16-20/21: Strategic Risks Assessment was conduct on 26 & 27 May 2021. the Operational Risks Register for 2021/2022 was schedule to take for 28 and 29 June 2021. However, due to Covid 19 level 4 locked down restrictions announced by SA President, the meeting had to be rescheduled.
- Ref MM-17-20/21: Risk Mngt Framework and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.
- Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy was reviewed by 23 June 2021. However, it was not adopted by EXCO and Council.
- Ref MM-21-20/21: The Symposium was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-22-20/21: The ECD's sport day was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-23-20/21: 1 Salga Games (males and females football,netball males and females,cricket,tennis,indigenous games,athletics,boxing,karate,swimming,rugby,basketball,valleyball,dance was hosted on 12 and 13 December 2020, The SALGA Games was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-26-20/21: 1 Instead of 3 Job readiness workshop was held on 24 October 2020, The Job readiness workshop was not hosted due to COVID-19 lockdown restrictions.
- Ref MM-35-20/21: 38 Youth were recruited for Driver license program. 15 has Learner’s license and 5 failed. 11 Youth has passed the Driving license test. 5 Youth left the program.

### 6.5.3 MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref MM-01-20/21: The municipality in the process in appointing the new ACM. This has been escalated to EXCO to resolve the matter.
- Ref MM-03-20/21: Oversight report will be submitted for adoption at the next Council meeting scheduled for 8 July 2021 in the new financial year.
- Ref MM-101-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-16-20/21: The register will be submitted at the next Risk Mngt Committee to be held on 1st quarter of the new financial year 2021/2022.
- Ref MM-17-20/21: Risk Mngt Framework and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.
- Ref MM-18-20/21: Risk Anti- Fraud & Strategy and Policy will be submitted for adoption to Exco and Council in the 1st Quarter of the new financial year 2021/2022.
- Ref MM-21-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-22-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-23-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-26-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref MM-35-20/21: Management will ensure that the target is prioritised in the new financial year. The remainder of the Youth who has failed re-booked their License.

## 6.6 KPA 6: COMMUNITY AND SOCIAL SERVICES

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

**2020/2021**

| NATIONAL KPA's | TOTAL KPI's | TARGETS MET | TARGETS NOT MET | TOTAL TARGETS MET |
|---|---|---|---|---|
| **Community and Social Services** | **30** | **22** | **8** | **73%** |

**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 9: KPA 6: Performance of targets**

The Figure below illustrates the performance of the KPA 6.

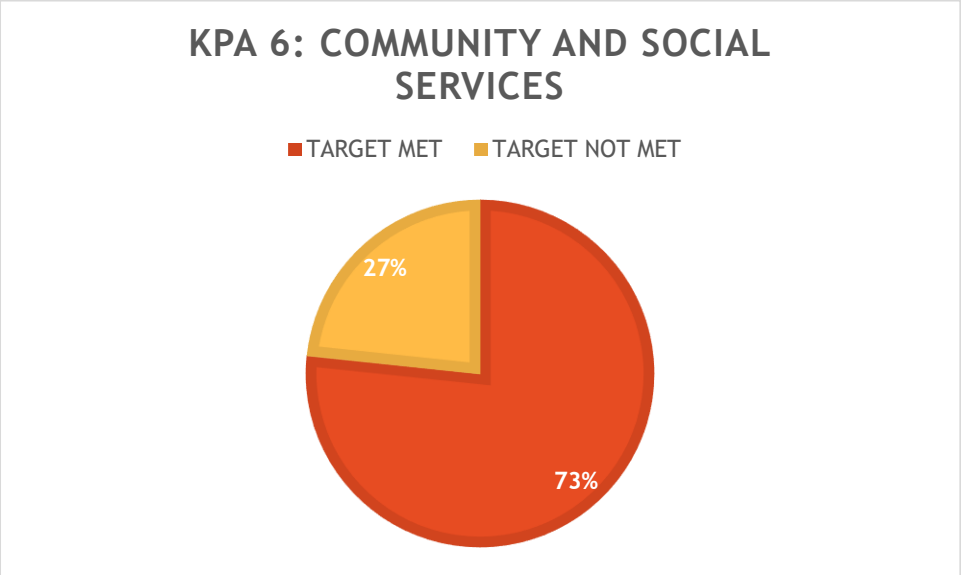



**Figure 6: Performance of KPA 6**

### 6.6.1 PERFORMANCE HIGHLIGHTS

- 912 Municipal waste collections were done.
- 1 Refurbished and Functional Telecentre has been completed.
- 100% of Sanitisation of Community Spaces for COVID-19 respond were completed.
- 100% of applications processed for Burial Assistance for COVID-19 were completed.
- 1 Women's Commemoration meeting was on held 29 September 2020.
- 1 Disability Safety awareness was held on 3 December 2020 and 24 May 2021.
- 1 Disability games was held on 24 May 2021.
- 1 Christmas program was held on 18 December 2020.
- 4 Civil Society Forums was held on 22 September and 23 October 2020, 30 March, and 7 June 2021
- 2 HIV/AIDS events and awareness was held on 4 December 2020 and 26 April 2021.
- 2 - 16 Days of Activism programs were hosted on 8 and 10 December 2020.
- 1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event was held by 28 November 2020
- 10 OSS Meetings were held on 2,10 September, 8,22 October 2020, 3, February 2021 via Microsoft teams, 7 April, 5 May, 14, 18, 19 June 2021.
- Achieved. The Breast Cancer awareness was held on 6 November 2020
- 5 Instead of 4 OSS and LAC Meetings were held on 7 April, 5 May, 14, 18, 19 June 2021.
- Achieved. 1 Safety Prayer was held on 11 December 2020.
- 3 Child Protection Programs was held on 26 May, 3, 29 June 2021
- 2 Dress a Child Campaigns were held were Vouchers for R800 were handed out to 50 beneficiaries per ward by Councillors.
- 8 Disaster Awareness Campaigns were held on 21, 22 September 2020 and 28 October 2020 and 7, 8 December 2020, 1 April, 8 and 9 April 2021.
- Final Reviewed Disaster Management Sector Plan was adopted by Council on 11 June 2021

- 12 Monthly reports were submitted to the Provincial disaster management centre.
- 1 Progress Report on Risk Management was completed.

### 6.6.2 CHALLENGES

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

### 6.6.3 MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref COM-01-20/21: The municipality will ensure that a market research budget costing is done prior to budgeting of the books for the new financial year.
- Ref COM-03-20-21: To monitor the truck schedules on a weekly basis and update the Indigent register in the new financial year.
- Ref COM-04-20-21: The plan will be approved at the next Council sitting in the new financial year.
- Ref COM-11-20/21: Management will ensure that the target is prioritised in the new financial year, for the uniforms to be handed over by end of July 2021. As the uniforms have been purchased by municipality.
- Ref COM-18-20-21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-20-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-26-20/21: Management will ensure that the target is prioritised in the new financial year.
- Ref COM-27-20/21: Management will ensure that the target is prioritised in the new financial year.

# CHAPTER 6 KEY AREAS TO NOTE

## 6.1 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.

## 6.2 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.

# CHAPTER 7 ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER

The monitoring of the service provider performance is ensured through the signing of the Service Level Agreement. It is currently being done by user department levels. The end user department is providing monthly reports to the SCM unit as well. Service providers who fail to perform are reported to SCM and the necessary action is taken including the termination of the contract or cancellation of an order.

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*** |

| Name of external Service Provider | Date Contract Awarded | Service provided in terms of the SLA | Value of project ® | Comparison with previous year 2019/2020 | | Current Financial Year 2020/2021 | | Assessment of Service Providers Performance | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Target | Actual | Target | Actual | G | S | P |
| Quiet Storm Trading | 04/11/2020 | Zondo Access Road Ward 15 | 3 928 746.00 | | | | | G | | |
| Yimpie Projects | 04/11/2020 | Nhlabamkhosi to Epitshini Access Road Ward 13 | 3 244 387.21 | | | | | G | | |
| Sukumasakhe968 Trading | 04/11/2020 | Ngonyameni Access Road ward 18 | 5 700 606.00 | | | | | G | | |
| Zeest Trading JV | 04/11/2020 | Nembeni Access Road Ward 09 | 4 959 482.00 | | | | | G | | |
| P4S Trading | 05/02/2021 | Etsheni Access Road Ward 07 | 2 636 305.00 | | | | | G | | |
| Umzulu Trading | 03/06/2020 | Gudlintaba Access Road Ward 17 | 1 780 000.00 | | | | | G | | |
| Bokosi Projects | 17/03/2021 | Bhamshela Road Intersection Access Ward 06 | 6 000 000.00 | | | | | G | | |
| Pee Gee Trading | 05/02/2020 | Bhamshela Thusong Telecentre Renovations | 395 325.00 | | | | | G | | |
| Dodwana Construction cc | 27/01/2021 | Type 3 Infills Electrification Ward 16 (Egweni) | 1 800 000.00 | | | | | G | | |
| Esethu isipho contruction and trading | 27/01/2021 | Type 3 Infills Electrification Ward 1 & 4 (Doringkop/Glendale/Ngcongangconga) | 6 038 986.02 | | | | | G | | |
| Umzulu Trading | 05 /02/2021 | Pentecoste Community Hll Renovation Ward 14 | 374 838.19 | | | | | G | | |
| Magubane Plant and Contractors | 20/11/2020 | COVID 19 Road Maintenance | 10 176 000.00 | | | | | G | | |
| Tripple Guard Construction | 20/11/2020 | COVID 19 Road Maintenance | 3 816 000.00 | | | | | G | | |
| Schize trading (PTY)LTD | 05/02/2021 | Febe Access Road Ward 02 Rehabilitation Phase 2 | 400 119.50 | | | | | G | | |
| Sim and Lukho Property Development and Construction | 05/02/2021 | Sphamandla Hall Ward 17 | 317 225 | | | | | G | | |

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

# ANNEXURES

1. ORGANISATIONAL SCORECARD MUNICIPAL MANAGER TOP LAYER SDBIP
2. CORPORATE SERVICES - DEPARTMENTAL SDBIP
3. TECHNICAL SERVICES - DEPARTMENTAL SDBIP
4. ECONOMIC DEVELOPMENT AND PLANNING - DEPARTMENTAL SDBIP
5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION - DEPARTMENTAL SDBIP
6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT - DEPARTMENTAL SDBIP
7. COMMUNITY SERVICES - DEPARTMENTAL SDBIP
8. PERFORMANCE MANAGEMENT FRAMEWORK TOOLS FOR 2021/2022 FINANCIAL YEAR
9. RESOLUTION BY COUNCIL ADOPTING 2021/2022 TOOLS