2022 - 2023 ANNUAL REPORT

NDWEDWE LOCAL MUNICIPALITY

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INTRODUCTION

ANNUAL REPORT 2022/2023

The structure of Ndwedwe Annual Report 2022/2023 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

1.1 MAYOR'S FOREWARD

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

It gives me great pleasure to present to the communities of Ndwedwe the Annual Report for the financial year ending 2022/2023. This report is a progress and provides a roadmap for the development of the municipal area throughout the Ndwedwe Local Municipality. The priorities and strategic interventions of this new Council that will guide this IDP and subsequent reviews, were formulated during the Municipal Strategic Planning Session that was held on 13-16 March 2023 to confirm the municipality's vision, mission, strategic objectives and organogram in line with the government priorities and initiatives. Furthermore, to discuss and reflect on service delivery successes, challenges and measures to be implemented as well as planning for the new 2023/2024 financial year.

This Annual Report encapsulates the 2022/2023 financial year which illustrates the Council's commitments to eradicating service delivery infrastructure backlogs through the Municipal Infrastructure Grant (MIG). The infrastructure projects that have been included in this Annual Report emanate from an appreciation of the many households that still do not have access to roads, electricity, community halls and sport fields. Our long-term development outlook for infrastructure is to cater for the domestic and economic demands of our municipal area.

This Council is committed to building upon the work of our predecessors, particularly on issues of clean administration. One of the focus areas pronounced in this Annual Report is the need for the municipality to improve from the unqualified opinion from the Auditor General. Improving the municipality's financial position is

of principal importance, in this respect we will ensure sound revenue and expenditure management mechanisms are implemented throughout this term of office.

The Annual Report is aligned to the country's pillars, the National Development Plan (NDP), Provincial Growth and Development Strategy, District Growth and Development Strategy and other strategic frameworks. To make processes and coordination seamless, government has also launched and promoted the District Development Model (DDM) which emphasizes the importance of coordinated planning as opposed to working in silos. This saw us hosting the national minister of COGTA, who was impressed by, among other things, the progress and status of the municipality as presented to her on the day as well as development plans and our overall relationship with traditional structures.

We are proud as this Council that we have been able to swim above the tide of all hindrances and we remain steadfast in fast tracking service delivery in all our Key Performance Areas.

As the new Council will identify areas that needed attention and causing bottlenecks and hindering service delivery drive. We are now at over 90% success rate in terms of electrification of all wards through department of mineral resources and Eskom partnerships. We remain anxious about the shortage of water , but we believe we play our role of coordinating and assisting the district municipality where it requires our support. We lately received a water tanker and firefighter vehicles from KZN COGTA, which will also go a long way in ensuring that our response time when there are disaster incidents is shorter and more effective.

Our partnership with the Department of Public Works is one of our flagships as it has been praised as the most active and functional Extended Public Works Programme (EPWP), a program that creates employment opportunities, targeting only local people involved in waste collection, tree felling, grass-cutting, bush clearing etc.
The council is proud of the milestones it has achieved in the 2022/2023 financial year which among others include; handover of Thembalabantu CDC, Isibonelo Creche and Hloniphani CDC. We promise the community of Ndwedwe that we will deliver basic services to all the 19 wards and leave no stones unturned.

His Worship, the Mayor: Councillor S.Z Mfeka

1.2 MUNICIPAL MANAGER FOREWARD

MR S.D.G KHUZWAYO

MUNICIPAL MANAGER

The Ndwedwe Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) of the Constitution outlines various objects of local government, and it is on these objects that this municipality governs and serves its community in a manner that is commensurate with democracy. This Annual Report provides an overview of the performance and progress made by Ndwedwe Local Municipality in fulfilling its strategic objectives and priorities, as aligned with the Integrated Development Plan (IDP), Annual Budget as well as National and Provincial Government strategic directives.

It is a pleasure for me to provide highlights and the considerable effort made by Ndwedwe Local Municipality in strengthening governance structures, through the review and adoption of policies, procedures, improving systems and implementing new regulations. A review of the organisational structure was conducted to improve the functionality and alignment to the Municipality's strategy and to promote service delivery. This was informed by resolutions that was undertaken during Municipal Strategic Planning Session held on 14 to 16 March 2023 and which emphasize the issue of speeding up services to the community. This 2023/2024 Annual Report review contains goals, objectives, strategies, programmes and priorities of the Municipality. Ndwedwe Local Municipality IDP 2023/2024 review is aligned with the National and Provincial Government strategic directives.

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

The Risk Manager has been appointed on 1st May 2023. The Risk Management Committee, under the leadership of the Municipal Manager, meet quarterly and report to Council and the Audit and Performance Committee. The risk assessments

of all departments were completed and measured to mitigate all identified risks affecting the Municipality during the period under review. All the risks were included in the Risk-Based Action Plan, for monitoring and management purposes.

The Director Technical Infrastructure Services has been appointed on 1st June 2023. During the previous financial year, the Municipality was able to **spend 100% of municipal infrastructure grant,** as a result of good performance on infrastructure spending. It is worth to report that by end June 2023; Municipality was able to spend 100% of MIG amounted to **R41 627 000.00.** The highlights and achievements for technical services for Ndwedwe Municipality during 2022/2023 has successfully delivered the following infrastructural projects under Municipal Infrastructure Grant (MIG) and internal funding:

1. Umdloti Bridge Ward 17
2. Isibonelo Creche Ward 11
3. Construction of Court Access Road Ward 15
4. Mahlabathini Access Road Ward 05
5. Chibini Access Road Ward 04
6. Ndwedwe Testing Centre Building Works Ward 06

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

The Annual Report for 2022/2023 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.

I thank you.

……

MR S.D.G KHUZWAYO
MUNICIPAL MANAGER

Administrative Governance

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

Table 1: Departments of Municipality

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

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

1.3 MUNICIPAL OVERVIEW

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

The Annual report reflects on the performance of the Municipality for the period 1 July 2022 to 30 June 2023. 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"

12.2 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 KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONAL MEASURES

The main challenges facing the Municipality can be summarized as follows:

TABLE 2: KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONAL MEASURES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
Municipal Transformation and Institutional Development	Inadequate office space	▪ The construction of new municipal building of offices (extension) has already started.
	Insufficient budget allocation for the implementation of Workplace Skills Plan Inadequate skills support for communities and vulnerable groups	▪ To source funding for the implementation of Workplace Skills Plan. ▪ To conduct community skills audit/profile ▪ To conduct community skills training programme targeting the vulnerable groups.
	Load Shedding	▪ To source budget for the procurement of generators in strategic municipal offices as well as other non-renewable sources of energy
	Shortage of staff	▪ To prioritise budgeting and filling of strategic positions.
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
Municipal Financial Viability and Management	Inability to meet the investment income target	▪ Strive to increase revenue base if the municipality by devising strategies to generate revenue. ▪ Revenue Enhancement Strategy.
	Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.	
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
Good Governance and Public Participation	Public Participation Unit is not fully capacitated there is shortage of staff	▪ The municipality has appointed 1 x Public Participation Officer and the second PP Officer post has been advertised.
	Councillor support office and staff is small	▪ The municipality is in the process of building offices for the staff.
	No communication strategy and no communication policy	▪ The municipality has allocated funding in the new financial year for the development of the Communication strategy and policy.
	Lack of training for the ward committees	▪ The municipality has budgeted for 2 x Accredited ward committee training and capacity building to be conducted in the new financial year.
	Social media criticism and absence of newspaper advertisements for the municipality	▪ Develop a Communication Strategy and Public Participation Strategy.
LOCAL ECONOMIC DEVELOPMENT (LED)		
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
	Limited resources to support Cooperatives, SMME'S and for the implementation of LED projects	▪ Mobilisation of external funders
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
	The lack of regular access to drinking water.	▪ iLembe District Municipality is responsible for this function.

	High levels of household service backlogs creating a threat of service delivery protests.	▪ iLembe District Municipality is responsible for this function.
	Backlog in roads and bridges infrastructure due to flooding	▪ Ndwedwe Municipality has internal plant equipment (Yellow Plant) for road maintenance and MIG (Municipal Infrastructure Grant) is used to construct/develop roads and bridges. ▪ Due to high demand and backlog which also caused by April 2022 floods in Road's infrastructure there is a need for extra financial intervention
	Limited funding	▪ Due to high demand and backlog which also caused by April 2022 floods in Road's infrastructure there is a need for extra financial intervention
	No Local Integrated Transport Plan	▪ Financial assistance is required to develop the Integrated Transport Plan (ITP)
	Mining of quarry material for road maintenance poses a challenge	▪ The issue of Quarry material is being attended by JCC (Joint Coordinating Committee – Amakhosi and Cllrs)
	Ongoing load shedding	▪ Do research on alternative energy approaches. ▪ Review organogram to accommodate energy specialist and/or manager energy resources in assisting the municipality with energy licence through NERSA
	Limited office space	▪ The municipality completed Municipal Office Phase 1 which accommodate Technical Services staff and municipality further passed a budget to commence (2022-23 & 2023-24) with Phase 2 Municipal Offices which will mainly accommodate Finance Department Staff
	Limited budget and resources including vehicles for operation	▪ Budget for the purchase of vehicles that will be dedicated for Technical Services had been proposed 2023-24 budget financial year through Corporate Services Department
	Poor maintenance of sports fields and community facilities	▪ Sportsground maintenance plan in place through grass cutting budget vote and community facilities maintenance budget made available each year 2022-23 and 2023-24
	Delays in the establishment of the buy-back/transfer station for waste management	▪ The Buy-Back centre is being fenced. The establishment of the buy-back/transfer station for waste management has been budgeted in the new financial year. The project will commence in quarter 1.
	Unavailability of land for the establishment of the mandatory animal pound, municipal cemeteries as well as Bhamshela Thusong Centre expansion	▪ The municipality is currently engaging in bilateral meetings with Amakhosi to and resolve the issue surrounding unavailability of land.
CROSS CUTTING INTERVENTIONS		
NATIONAL KEY PERFORMANCE AREA	**KEY DEVELOPMENT CHALLENGES**	**STRATEGIC INTERVENTIONS**
Cross Cutting Interventions	Lack of Land ownership by the Municipality	▪ The municipality is currently engaging in bilateral meetings with Amakhosi to and resolve the issue surrounding unavailability of land. ▪ Strengthening relations with Ingoyama Trust
	Unauthorised developments and un-co-ordinated developments	Implement Municipal By-Laws
	Poor working relationships between uMshwathi and Ndwedwe Municipalities on cross boundary planning and alignment issues	Strengthening relations with uMshwathi Municipality.
	Climate change, Unsustainable development practices and Loss of natural capital.	The municipality will be developing a Climate change Plan in the new financial year 2023/2024, currently the municipality is aligning to the District Climate Change Strategy adopted in 2017.

1.3.1 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

- MUNICIPAL FUNCTIONS

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. In terms of the Municipal Structures Act No. 117 of 1998 Ndwedwe Local Municipality (KZ293) is classified a B Municipality and falls within the iLembe District Municipality (DC29). This act made provision of the division of powers and functions between the district and local municipalities with the most day-to-day service delivery functions being delegated to local municipalities and the District wide to District Municipalities. Ndwedwe Local Municipality is responsible for a number of functions some of which are not being performed due to lack of capacity. The Municipality has entered into shared service with iLembe District Municipality in some of the functions. The shared service includes the Chief Planner, Environmental Specialist, GIS Technician and GIS Specialist. Hereunder are the powers and functions allocated to the Ndwedwe Local Municipality:

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

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

Functions	**Functions currently performed**		**Capacity to perform the function**		**Levels of capacity**	**Alternative measures in place(function not performed or no capacity)**	**Municipal Action**
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand and no action required
2.Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3.Child care facilities	-	X	X	-	-	There is currently a	The Municipality has a partnership with Divine

						community initiative	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
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 and 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 and develop trading bye-laws, develop signage by-laws and tap into the underutilised personnel by training them into becoming Signage Control Officers.
10. Cemeteries, funeral parlour and crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for this function.
11. Cleansing	X	-	X	-	-	The function is being performed to a limited	-

						extent due to human and financial capacity constraints	
12.Control Public nuisance	X	-	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
13. Licensing of dogs	-	X	-	X	-	-	No action required as there is no pressing demand
14. Municipal Abattoirs	-	X	-	X	-	-	No action required as there is no pressing demand
15.Licensing and control undertakings that sell food to the public	-	X	-	X	There are underutilised personnel with the institution that can best perform this function	No alternative measures in place currently	The idea of employing an Environmental Health Practitioner is not a priority at the moment. The idea will be given full attention once the town becomes functional or due to an unexpected demand or pressure. EDP caters for business licensing function.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
17.Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
18. Local sports facilities	X	-	X	-	Limited capacity due to financial constraints	-	Every financial year, the municipality caters for this function. With the availability of additional funds, more of these will be established.
19. Markets	X	-	X	-	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
20. Parks and recreation	-	X	-	X	-	Communities use their means	The Town Development Project caters for this function.

21. Pounds	-	X	-	X	-	-	No action required as there is no pressing demand.
22.Municipal Roads	X	-	X	-	Limited capacity due to human and financial constraints	Performed through outsourcing	Two graders have been purchased and will assist in performing this function.
23.Noise pollution	-	X	-	X	-	-	No action required as there is no pressing demand
24. Public places	-	X	-	X	The function is being performed to a limited extent due to human and financial capacity constraints	-	The Town Development Project caters for this function
25.Electricity Reticulation	-	X	-	X	-	This function is currently performed by ESKOM	There is no planned actin to perform this function on the near future.
26.Cemeteries, Funeral Parlours and Crematoria	-	X	-	X	-	The communities follow the traditional burial systems	The municipality is currently considering raising funds for this functions.
27. Facilities for the accommodation, care and burial of animals	-	X	-	X	-	Traditional methods are used	No action required as there is no pressing demand.
28. Fencing and fences	X	-	-	X	The function is being performed to a limited extent due to human and financial capacity constraints.	-	Technical Services caters for this function.
29.Libraries	X	-	X	-	-	-	Community Services caters for this function.

TABLE 3: POWERS AND FUNCTIONS: NDWEDWE MUNICIPALITY

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. the populations stats increased. Overall settlement densities are approximately 145 people per km^2. 68% of Ndwedwe consists of tribal authority land and the remainder is made up of commercial farmlands located in the north – east of the municipality.

There are three hierarchical nodes exist in the municipality namely:
Primary activity node, which is defined as the major centre in the municipality providing services, facilities, amenities and economic opportunities for the entire municipality, functioning also as the administrative centre of Ndwedwe.

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

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

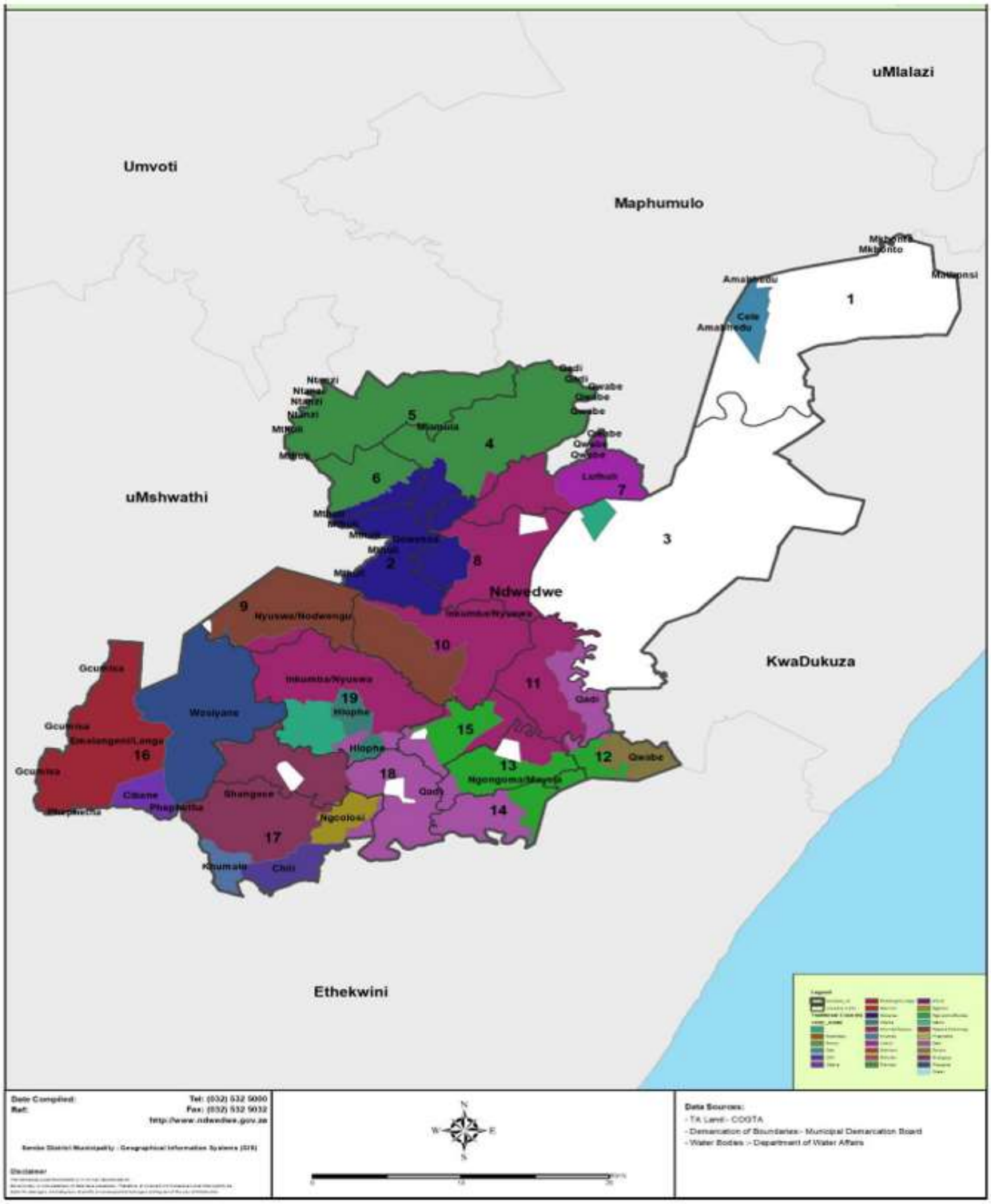
Tertiary activity nodes, consisting of strictly local nodes serving individual communities and areas.

1.3.3 TRADITIONAL AUTHORITY

Ndwedwe Local Municipality is one of the four local municipalities that are the composite of iLembe District Municipality, which lies along the sea to the eastern part of KwaZulu-Natal. The Local Municipality lies further inland and borders eThekwini Metro to the south, where the King Shaka International Airport and Dube Trade port is about 20kms away from Ndwedwe Local Municipality, Maphumulo to the north, and KwaDukuza to the east.

Overleaf map

Map 1: Ndwedwe Municipality Locality Map


uMlalazi
Umvoti
Maphumulo
uMshwathi
Ndwedwe
KwaDukuza
Ethekwini
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Date Compiled:
Ref:
Tel: (032) 532 9000
Fax: (032) 532 9032
http://www.ndwedwe.gov.za
Disclaimer
Data Sources:
- TA Level - COGTA
- Demarcation of Boundaries - Municipal Demarcation Board
- Water Bodies :- Department of Water Affairs

1.3.4 DEMOGRAPHICS

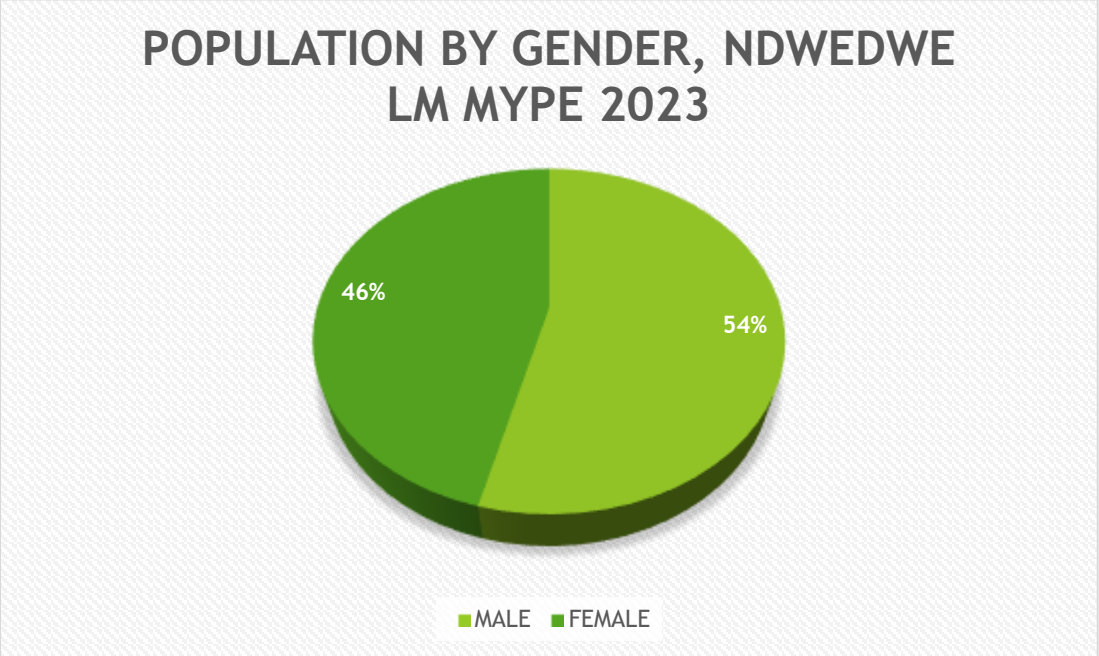
The municipality is a rural in nature and is located in the close proximity to Verulam, Tongaat, Shakaskraal, Stanger and Groutville towns. The urban areas are found only in KwaDukuza Local Municipality to the eastern part of Ndwedwe Local Municipality along the R102. The municipality is characterized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

Table 4: Population Group

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

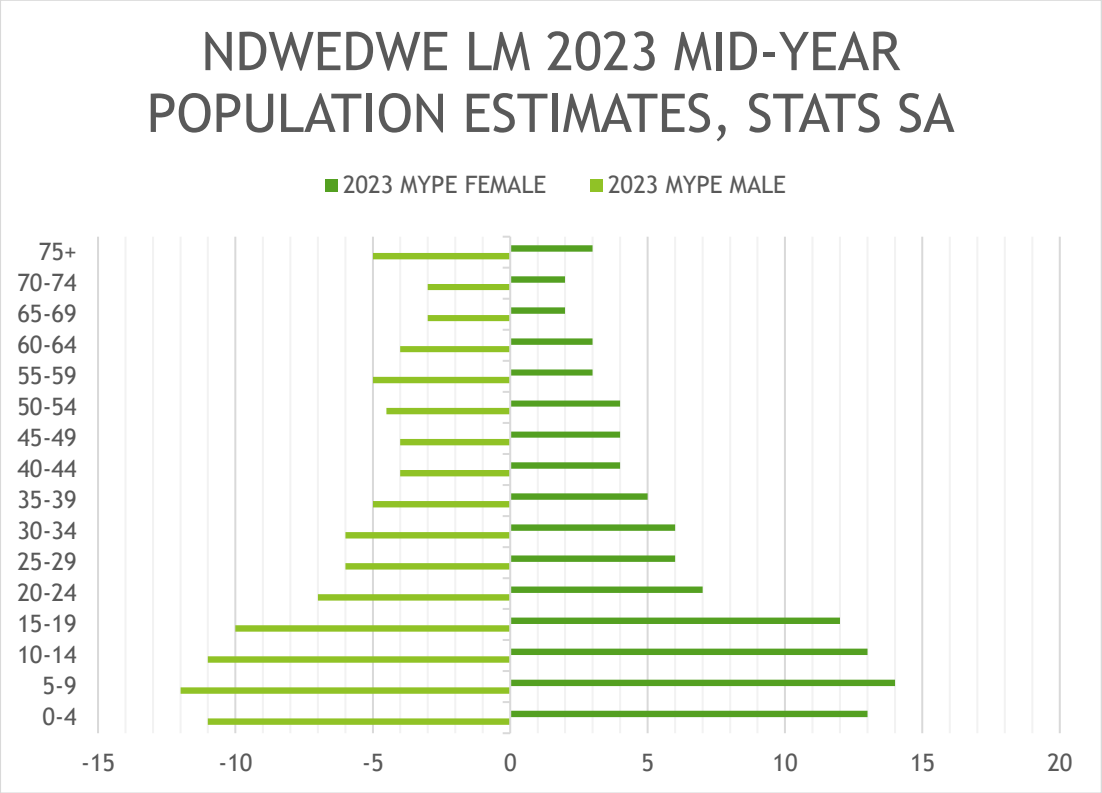
Source: Community Survey 2016

Figure 1: Population by Gender



Source : Mid-Year Population Estimâtes (MYPE) 2023, STATS SA

Figure 2: Population Age Structure for Ndwedwe LM



Source: STATS SA, Mid-Year Population Estimates 2023

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

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

1.3.4.1 Demographic Dividend Concept

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

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

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

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

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

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

3.1.1.1 Pillars of Demographic Dividend

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

Table 5: Pillars of Demographic Dividend

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

Source: Source: Community survey 2016

3.1.2 Population by Age Range

Table 6: Population by Age Range

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

Source: STATS SA, Mid-Year Population Estimates 2023

3.1.3 Population Broad Age

Table 7:Population Broad Age

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

Source: Community survey 2016

3.1.4 Family Information

Marital Profile

Table 8: Marital Status

Marital Status	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
Legally married (include customary; traditional; religious etc)	13,0	11,9	14,8	12,1	10,8
Living together like husband and wife/partners	7,5	4,3	11,2	5,1	5,3
Divorced	0,3	0,2	0,5	0,1	0,1

Separated; but still legally married	0,2	0,1	0,2	0,1	0,3
Widowed	2,6	2,8	2,7	2,4	2,2
Single; but have been living together with someone as husband/wife/partner before	3,7	2,4	4,8	3,2	3,6
Single; and have never lived together as husband/wife/partner	46,3	51,8	42,8	47,5	45,9
Not applicable	26,4	26,5	23,0	29,4	32,0
Unspecified	0,0		0,0		

Source: Community Survey, 2016

3.1.5 Orphanhood

Table 9:Orphaned Children

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

Source: Community Survey 2016

3.1.6 Missing Father/s

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

Table 10: Number of Missing Fathers

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

Source: Community Survey, 2016

3.1.7 Education Profile

Level of Education

Table 11: Level of Education

% share of population per level of education	DC29: iLembe	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	KZN294: Maphumulo
No schooling	17,2	14,5	14,1	21,3	24,5
Some Primary (Gr 0 - Gr 6)	25,4	26,1	22,2	28,4	29,8
Primary Completed (Gr 7)	4,0	4,0	4,1	3,7	4,2
Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12)	29,0	31,4	29,5	27,9	25,2
Matric	19,9	20,1	24,1	15,6	13,7
Post School (Higher Education)	3,6	3,3	5,2	1,9	1,8
Other	0,1	0,1	0,1	0,2	0,2
Do not know	0,6	0,4	0,5	0,8	0,5
Unspecified	0,1	0,1	0,1	0,2	0,1

Source: Community Survey 2016

3.1.8 Total Leaners Reported Pregnant by District

Table 12:Total Leaners Reported Pregnant by District

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

Source: Provincial Department of Education

3.1.9 Total Leaners Reported Pregnant by Schools In 2021

Table 13: Total Leaners Reported Pregnant by Schools in 2021

DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
iLembe	Maphumulo	Balcomb's Hill	500102416	Amaphuphesizwe High School	1
iLembe	Maphumulo	Balcomb's Hill	500201095	Masiwela Combined School	2
iLembe	Maphumulo	Balcomb's Hill	500207644	Menyezwayo Senior Secondary School	2
iLembe	Maphumulo	Balcomb's Hill	500285344	Tshutshutshu Sec. School	2
iLembe	Maphumulo	Balcomb's Hill	500302475	Sikhonjwa Secondary School	1
iLembe	Maphumulo	Imati	500323824	Mqungebe Secondary School	3
iLembe	Maphumulo	Lower Umvoti	500254375	Qwabe Secondary School	5
iLembe	Maphumulo	Untunjambili	500204351	Mbhekaphansi High School	1

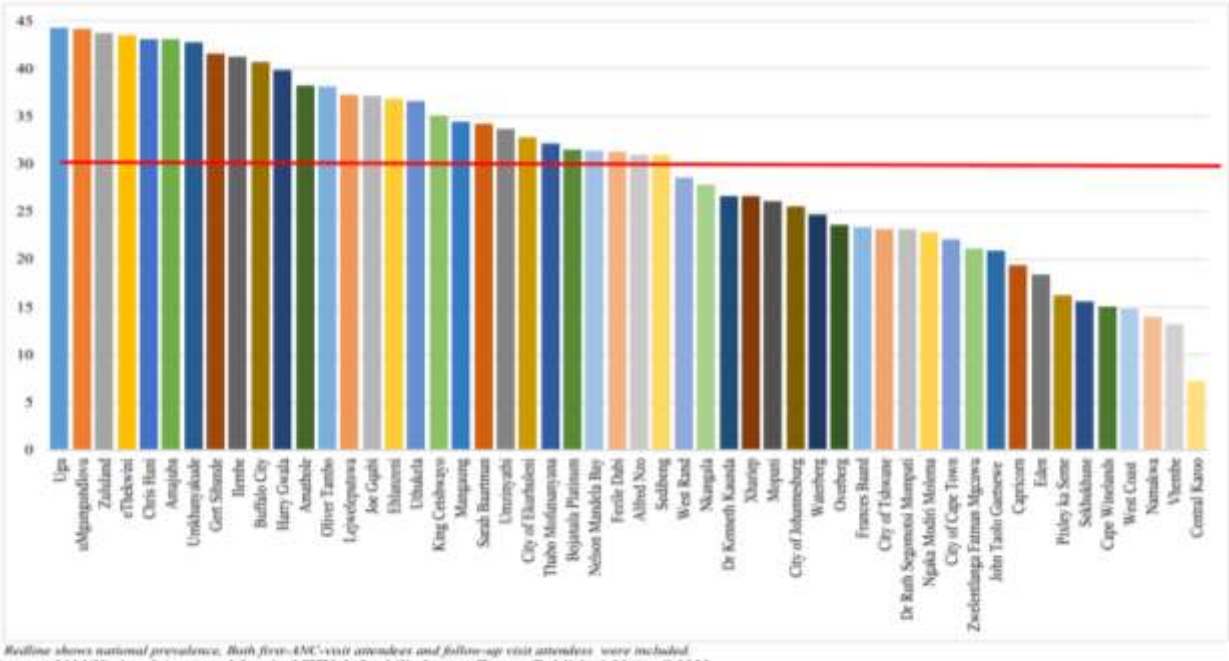
iLembe	Maphumulo	Untunjambili	500227698	Ngcolosi High School	2
iLembe	Maphumulo	Untunjambili	500273541	Sondokhulu Primary School	1
iLembe	Ndwedwe	Insuze	500266178	Simunye High School	8
iLembe	Ndwedwe	Insuze	500270174	Siyaphumula Secondary School	3
iLembe	Ndwedwe	Mdloti	500228993	Ngungwini S.S. School	4
iLembe	Ndwedwe	Ozwathini	500188589	Lukhasa Secondary School	1
iLembe	Ndwedwe	Ozwathini	500334961	Dumane Commercial High School	3
iLembe	Stanger	Kwadukuza	500149591	Glenhills Secondary School	1
iLembe	Stanger	Kwadukuza	500277315	Stanger Manor Secondary School	1
iLembe	Stanger	Mandeni	500205350	Mbuyiselo High School	8
iLembe	Stanger	Mandeni	500233359	Nkwenkwezi High School	4
Ilembe	Stanger	Phambela	500103859	Ashville Primary School	1
Ilembe	Stanger	Phambela	500120028	Darnall Secondary School	3
Ilembe	Stanger	Phambela	500195989	Kearsney Primary School	4
Ilembe	Stanger	Phambela	500320605	Imbuyiselo Secondary School	7

Source: Provincial Department of Education

3.1.10 Health Related Information

HIV/AIDS Information

Figure 3: HIV/ AIDS Prevalence



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

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

3.1.11 Disability Profile

Table 14: Disability status

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

Survey: Community Survey 2016

Table 15:Disability Status

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

Source: Community Survey, 2016

Table 16: Health Profile

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

3.1.12 Economic Profile

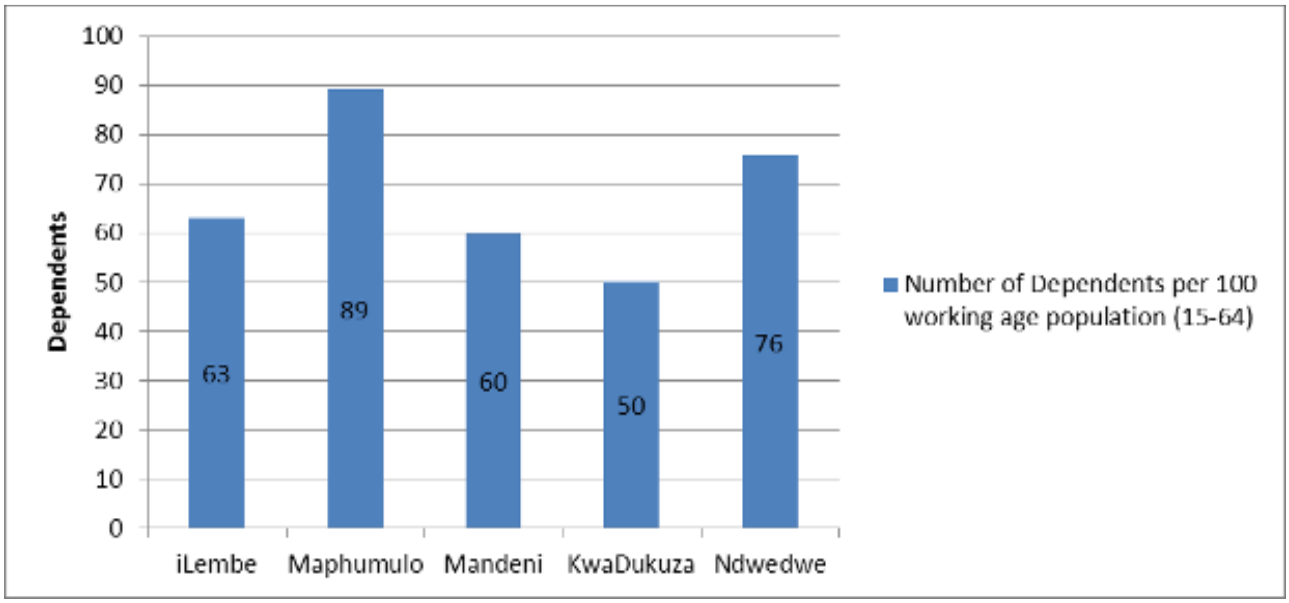
The figure below indicates the age groups of potential work force in the iLembe region. Furthermore, the tables provide a comparison between the 2001 and 2011 census years in respect of the 0-14, 15-64 and 65+ population age cohorts for NLM and the other

municipalities within the iLembe District and number of people employed in the formal and informal sector.

Employment and Unemployment Ratio's

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

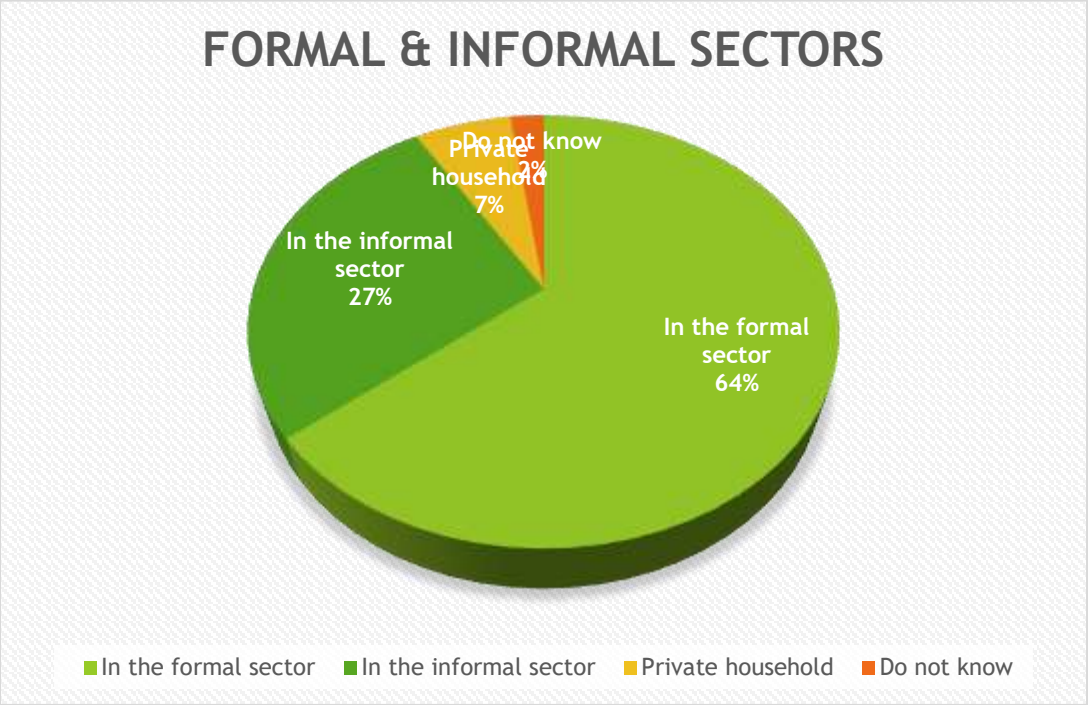
Figure 4: Dependency Ratio



Source: 2001-2011 Stats SA Census

Formal and Informal Sectors

Figure 5: Formal and Informal Sectors



Source: 2001-2011 Stats SA Census

3.1.13 Key Findings (Including Trends)

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

Population in has experienced a negative growth of -0.27% between 2001 and 2011.

By 2016 there was positive population growth of +0.19%

By 2011, majority (56.9%) of the population in was between the ages of 15-64 years, which in essence is a growth as it was 55% in 2001, this remains the case in 2016 as the working class makes 55% of the total population at.

The working age population (aged 15-64) dominated the population of between 2001 and 2011, and this was also the case in 2016.

The dependency ratio per 100(15-64) declined from 81.8% to 75.7% in 2001 and 2011 respectively, and in 2016, the dependency ration further decreased to 74%; and

There were 89 males in every 100 females in 2011, and in 2016 females made 53% of the total population whereas males made a total of 47%.

1.3.5 PUBLIC PARTICIPATION

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows to publicize the draft IDP and Budget after Council approved on 31 March 2022 and the road shows will be conducted in between April and May 2023 for the approval of the Final IDP and Budget. The venues for these meetings were conducted and publicized through the media.

ACTIVITY	WARD ATTENDING	VENUE	TIME	DATE
IDP Representative Forum	Stakeholders	Jonny Makhathini Hall	10H00	21/10/2022
IDP Mayoral IMbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ngayiphi Sport field	09H00	11/11/2022
IDP Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Nhlangwini sport field	09H00	17/11/2022
IDP Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ndodembi sport field	09H00	23/11/2022
IDP Representative Forum	Stakeholders	Johnny Makhathini Hall		21/04/2023
Speakers Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ward 18		26/04/2023
IDP Budget Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Nondabula Sport field		11/05/2023
IDP Budget Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Emathendeni Sport Field		18/05/2023

TABLE 17: COMMUNITY ISSUES/PRIORITY NEEDS

Date	Community Name	Community Issues/Priorities Needs
MAYORAL IMBIZO WARD 09 Nondabula Sport field 11 May 2023	Njabulo Mathenjwa Ward 09 (079 601 6609)	Transport Nyuswa (Moliva) stated that the bridge they are currently using is dangerous to cross over and the Municipality needs to resolve.
	Phamile Dladla Ward 09 Emayekesweni (079 373 9722)	Ward priority needs: • Hall • Sport Ground • EPWP in the road to collect waste. • Social Worker assistance • Bridge Mdloti that bridge is so small to cross over.
	Mthoko Chonco Mzila Ward 09 Enembeni (072 092 0506)	Request for a Community Hall at Enembeni.
	4. Jabulile Mtshali Ward 09 Ozwathini	The community member indicated that her crime case has been reported however, she did not receive any response. She also mentioned that she has seen the criminals many times.
	5. Sphephelo Gumede Ward 09 (079 036 3233)	The community member requested funding from the municipality for his business which is Wiring and Plumbing material.
MAYORAL IMBIZO WARD 11 Emathendeni Sport Field 18 May 2023	Ward 10 Ms Teresa Gumede	Water issues.
	Ward 11	The community member enquired about the Lindela housing project for assistance of a new house due to her house being burnt down.
	Ward 11 Mr Laka Mwandla	The community member requested for a house to be built in Sonkombo area however, the house was built in the Mashiyamahle area.
	Ward 12 Mr Bonani Mfayela	The community member has requested for a Sport field in Mgezengwana area for Youth actives.

1.3.7 SPATIAL AND ENVIRONMENTAL MANAGEMENT

1.3.7.1SPATIAL 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:

TABLE 18: TRADITIONAL LEADERS AND CONTACT DETAILS

AMAKHOSI ASENDWEDWE	
INKOSI'S NAME	CELL NUMBER
INkosi NW Chili of KwaChili TC	082-404-2267/0781658342
INkosi Thulani P Cibane of KwaCibane TC	079-800-1733
INkosi MN Ndimande of Nsuze-Gcwensa TC	072-840-7568
INkosi BV Hlophe of KwaHlophe TC	078-332-4393
INkosi S Khumalo of KwaKhumalo TC (CHAIRPERSON of Amakhosi)	076-320-8266
INkosi L Magwaza of KwaMagwaza	072-514-4794
INkosi VT Ngcobo of eMalangeni TC	084-411-5185
INkosi M.N Ndimande of Gcwensa TC	082-281 0291
INkosi MM Ngcobo Mlamula TC	076-786-0839
INkosi MA Ngcobo Mavela TC	073-317-1514
INkosi MW Qwabe Qwabe TC	073-060-0379
KwaLuthuli TC	072-431-1214
Induna NP Zungu – on behalf of eMangangeni Traditional Council	0824383600
INkosi Sifiso W Ngcobo of NkumbaNyuswa Traditional Council	071-497-2036
INkosi B.M Ngcobo of Nodwengu Traditional Council	079-117-4053
INkosi PB Gumede of KwaQwabe Traditional Council (Ward 3, Waterfall)	072-803-9669
INkosi R NZAMA of Wosiyane Traditional Council	078-265-5545
INkosi MG Shangase of KwaShangase Traditional Council Secretary	078-513-2465 078-052-6660
Inkosi M Ngcobo Iqadi Traditional Council Induna ME Mdima	083-215-8012 078-479-9158

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

TABLE 19: CONTACT DETAILS OF EMAQADINI TRADITIONAL AUTHORITY

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

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

Spatial trends

(a) Imbalances of the past

Before 1994 Ndwedwe Municipality, located essentially on the northern boundary of 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 ANAYLSIS

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 20: 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 ● (Pickersgill's Reed Frog) E Birds ● Anthropodes paradise – ● (Blue crane) Vu ● Balearica regulorum – (Crowned crane) Vu	**Mammals** ● Dendrohyrax arboreus – (Southern tree hyrax) LC ● **Invertebrates: Molusca** ● Euonyma lymnaeformis ● Gulella euthymia (Warty hunter snail) ● **Milipedes** ● Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus ● Doratogonus natalensis , Doratogonus rubipodus, ● Doratogonus, peregrinus, Gnomeskelus spectabilis, Gnomeskelus tuberosus urbanus, Patinatius bideramus simulator, Spinotarsus glomeratus Insecta, Eremidium erectus, Odontomelus eshowe

TABLE 21: SUMMARY OF THREATENED SPECIES WITHIN NDWEDWE MUNICIPALITY

Summary of Biodiversity within Ndwedwe Municipality

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

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

TABLE 22: SUMMARY OF BIODIVERSITY INFORMATION FOR THE NDWEDWE MUNICIPALITY

1.4 SERVICE DELIVERY OVERVIEW

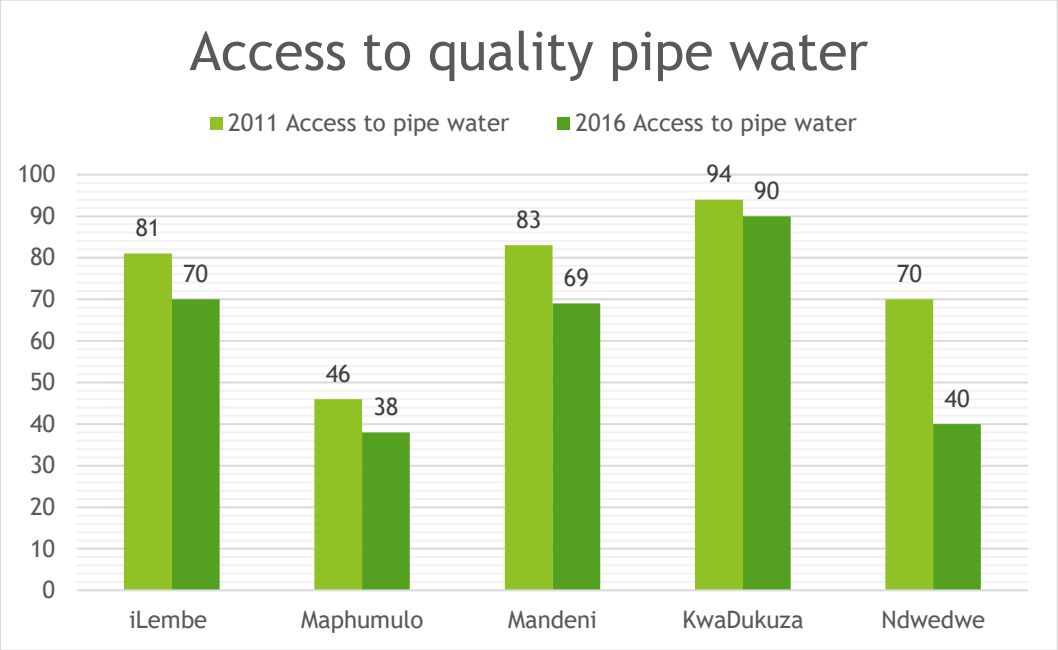
1.4.1 WATER AND SANITATION

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 2021. The WSDP is **linked** and aligned to the Ndwedwe municipality long-term development plan as well as the Spatial development framework, District Growth and Development Plan, Housing and Integrated Waste management plans. The role of the iLembe Technical Services Department is to provide water and sanitation services throughout the District thereby eliminating backlogs.

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

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

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



GRAPH: 1: ACCESS TO PIPED WATER (CENSUS: STATS SA 2011 VS COMMUNITY SURVEY, 2016)

The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time. The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District Municipality and need to be taken forward in the IDP Process:

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

1.4.2 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 Chibini Access Road Ward 04
- Construction of Mahlabathini Access Road Ward 05
- Construction of Court Access Road Ward 15

1.4.3 CAPITAL PROJECTS ACHIEVEMENTS FOR FINANCIAL YEAR ENDNING 2022/2023

During the 2022/2023 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 R8 000 000.00 of MIG during the year. It is worth to report that by end June 2023, Municipality was able to spend 100% of MIG amounted to R41 627 000.00. The following projects were approved and funded through MIG and Internal funding through the municipality. The projects were implemented and completed in the 2022/2023 financial year:

No.	Project Description	Ward	Project Status	Project Budget
	Umdloti Bridge	17	Completed	R20 075 805.55
	Isibonelo Creche	11	Completed	R6 840 000.00
	Mahlabathini Access Road	05	Completed	R8 070 401.45
	Chibini Access Road	04	Completed	R9 685 520.34
	Ndwedwe Testing Centre Building Works	06	Completed	R18 840 000.00
	Construction of Court Access Road	15	Completed	R5 000 000.00
Through the funding assistance of the Integrated Grant (IG) received from the Department of Public Works. The municipality appointed 80 EPWP workers through a job creation program.				

TABLE 23: 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 15 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 DSG Khuzwayo	The Municipal Manager
2.	Mr D. Mzolo	Director Technical & Infrastructure Services
3.	Ms P. Mbonanbi	Director Community and Social Services
4.	Ms Z. Khuluse	Manager LED
5.	Ms S. Mthembu	Manager: Public Participation
6.	Mr S. Gwamanda	Manager Social Cohesion
7.	Ms V.L. Naidoo	Manager IDP & PMS
8.	Ms B Zulu	Manager: Internal Audit
9.	Ms K. Mapipa	Manager Legal Services
10.	Mr MG Mkhwanazi	Manager Youth Development
11.	Mr S. Ngidi	Manager Budgeting & Reporting
12.	Mr T. Mlabla	Manager: Risk Management
13.	Mr S. Mthembu	Manager IT
14.	Ms NP Nkabinde	Manager Supply Chain Management
15.	Ms V. Malusi	Manager: Mayoralty

TABLE 24: 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	5	14
Finance	18	6
Department of Corporate Services	28	0
Department of Community Services	23	2
Economic Development and Planning	9	2
Technical Services	12	5
Total	98	29

TABLE 25: 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 2022/2023 financial year and there are five Section 56 posts that are filled described as follows: Chief Financial Officer; Director Corporate Services; Director Economic Development and Planning; Director Community and Social Services 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 26: 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 a unqualified opinion during the 2021/2022, 2020/2021 and 2019/2020 financial year. See Chapter 6 for a more detailed AG reports.

1.8 STATUORY ANNUAL REPORT PROCESS

In terms of Section 127 (2) of the Local Government: Municipal Finance Management Act (MFMA) 56 of 2003, every municipality must deal with its Annual Report within seven months after the end of a financial year. A copy of the Annual Report 2022/2023 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 Annual Report will be submitted to the Auditor-General, Provincial Treasury and the Provincial Department responsible for Local Government in the Province. Thereafter the Annual report will be published for public comment by the end of January. The Municipal Public Accounts Committee (MPAC) will meet to discuss the Annual report, and a recommendation on whether it is approved or rejected will be drafted in the Oversight report within two months after the approval of the Annual Report. The Oversight and Annual reports will be tabled to Council for approval 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 27: OVERVIEW OF THE STATUTORY ANNUAL REPORT PROCESS

CHAPTER 2: GOVERNANCE

COMPONENT A: GOVERNANCE STRUCTURES

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

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

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

Political Governance Structures

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

The Municipal Administration

The Administration comprises of the Office of the Municipal Manager and 4 Directorates; however, the position of the Director Corporate Services position is vacant.

Community Structures

- Ward Committees

POLITICAL GOVERNANCE STRUCTURES

INTRODUCTION TO POLITICAL GOVERNANCE

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

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

1.1 THE MUNICIPAL COUNCIL

Political Governance

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

TABLE 28: REPRESENTATION OF POLITICAL PARTIES

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

Local Municipality Ward Councillors 2021-2026

The list below indicates the number of Councillors as follows:

TABLE 29: WARD COUNCILLORS

Ward	Councillor Name & Surname	Gender	Political Party	Contact Number
Ward-1	Sihle Mhlongo	Male	ANC	0664146141
Ward-2	Nkosinathi Duddley Cyprian Maphumulo	Male	ANC	0765758091
Ward-3	Roman Mduduzi Cele (Speaker)	Male	ANC	0716407721
Ward-4	Mzokhona Mziwenhlanhla Khuzwayo	Male	ANC	0726264922
Ward-5	Thobani Nkwakhwa	Male	ANC	0828495786
Ward-6	Sipho Emmanuel Dladla	Male	ANC	0826130551
Ward-7	Nonsikelelo Nomfundo Ntetha (EXCO)	Female	ANC	0812082211
Ward-8	Samuel Zwengithini Mfeka (Mayor)	Male	ANC	0722466851
Ward-9	Nzuzo Cyprian Chamane	Male	ANC	0790213134 0736912709

Ward-10	Zethembe Wilfred Khoza	Male	ANC	0814773000
Ward-11	Mthokozisi Mthethwa	Male	ANC	0723359124
Ward-12	Leonard Mandla Ndlovu	Male	ANC	0723359124
Ward-13	Christopher Sibusiso Mbele	Male	ANC	0616871237
Ward-14	Zinhle Promise Ngwane	Female	ANC	0612115634
Ward-15	Phumelela Sibongiseni Shezi (EXCO)	Male	IFP	0762163608
Ward-16	Ephraim Sithembiso Khuzwayo	Male	IFP	0723451099 0725371584
Ward-17	Sthabiso Senzile Bhengu	Male	ANC	066322893
Ward-18	Lucky Stanley Moahloli	Male	ANC	0840249602
Ward-19	Reginald Sbonakaliso Hlophe	Male	IFP	0725880040

NDWEDWE LOCAL MUNICIPALITY PR COUNCILLORS 2021-2026

TABLE 30: PR COUNCILLORS

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

TABLE 31: THE ROLES AND RESPONSIBILITIES OF THE COUNCIL, EXCO AND OTHER COMMITTEES

Council	The Municipality Councillors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.
Exco	Executive Committee meetings are held monthly for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council.
Portfolio Committees	Members of municipal departments hold meetings monthly wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings.
Municipal Oversight Committee	The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee.
Audit /Performance Committee	The Audit/Performance Committee was appointed to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

The Municipal Structures Act, Act 118 of 1998 (Section 37(c) requires Municipal Councils to meet quarterly to ensure compliance with the legislative requirement however the Council can meet at any time to consider special items on the agenda. However, in order to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. It has otherwise delegated to its Executive Committee power to exercise all powers of the Council in respect of matters not specifically excluded from delegation in terms of Section 160 (2) of the Constitution and Section 59 of the Systems Act.

In order to facilitate maximum participation by Councillors in the decision-making processes of the Council and its Committees, all Councillors are provided with copies of the agenda and minutes of all meetings of the Council, it's Executive Committee, its Portfolio Committee and its Sub-Committees and Task Teams.

The overall executive and legislative authority vests in Council. The Council, therefore, takes all the major decisions of the municipality. If on any matter there is an equality on votes cast, the Speaker exercise a casting vote in addition to that of him being a Councillor.

1.1.1 THE EXECUTIVE COMMITTEE

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

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

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

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

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

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

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

The Executive Committee holds ordinary meetings once a month with additional special meetings convened as and when necessary. The Terms of Reference of the Executive Committee require that, amongst other things, it: -

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

1.1.2 PORTFOLIO COMMITTEES

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

FINANCE PORTFOLIO COMMITTEE Hon. Mayor Cllr SZ Mfeka Chairperson Cllr S Mhlongo Cllr NDC Maphumulo Cllr LM Ndlovu Cllr SS Bhengu Cllr L M Sibiya Cllr SM Sishi Cllr Z P Magwaza Cllr RS Hlophe Cllr MT Khuzwayo **Dir responsible: (CFO) MR S MAJOLA**	**HUMAN RESOURCE AND LOCAL PUBLIC ADMINISTRATION** Councillor PS Shezi Chairperson Cllr J Luthuli Cllr VC Shangase Cllr N Simelane Cllr CS Mbhele Cllr Z W Khoza Cllr NC Chamane Cllr MM Khuzwayo Cllr S Mhlongo Cllr M Makhanya **Dir responsible: VACANT (DCS)**
INFRASTRUCTURE AND TECHNICAL SERVICES Councillor NN Ntetha: Chairperson: Cllr NDC Maphumulo: Cllr SE Dladla Cllr SM Mthethwa Cllr T P Nkwakhwa Cllr P H Ngobese Cllr SB Mfayela Cllr ES Khuzwayo Cllr RS Hlophe Cllr M Makhanya **Dir responsible: Mr. D H Mzolo**	**ECONOMIC DEVELOPMENT AND PLANNING** Councillor ZS Thoolsi chairperson Cllr LM Ndlovu Cllr SM Mthethwa Cllr CS Mbhele Cllr TP Nkwakha Cllr PH Ngobese Cllr RT Nkwanyana Cllr MV Phewa Cllr VC Shangase Cllr N Makhanya **Dir responsible: Mr Disco Khuzwayo**
COMMUNITY AND SOCIAL SERVICES Councillor GK Ngidi: Chairperson Cllr S Simelane Cllr NC Chamane Cllr T P Nkwakha Cllr NDC Maphumulo Cllr E B Ntuli Cllr MV Phewa Cllr RS Hlophe Cllr RT Nkwanyana	**MUNICIPAL PUBLIC ACCOUNTS COMMITTEE** Cllr ZM Khoza: Chairperson Cllr SE Dladla Cllr P H Ngobese Cllr T P Nkwakha Cllr LS Moahloli Cllr MV Phewa Cllr SB Mfayela Cllr NY Mlotshwa Cllr N Makhanya

Cllr T Khuzwayo **Director responsible: Mrs P Mbonambi**	**Manager responsible: Office of the MM**
AUDIT/PERFORMANCE COMMITTEE Simelane TG Mbanjwa RM - Chairperson Khuzwayo BEM Thungo NH	
JOINT CO-ORDINATING COMMITTEE I Nkosi S Khumalo I Nkosi TP Cibane Cllr SZ Mfeka (Honourable Mayor) Cllr LS Moahloli Cllr SE Dladla Cllr M Shangase Cllr M L Sibiya Cllr J Luthuli Cllr PS Shezi **Municipal Manager**	**RULES OF ORDER SUB-COMMITTEE** **Municipal Manager**
GENDER SUB-COMMITTEE Cllr ZP Ngwane: Chairperson Cllr NP Simelane Cllr ZW Khoza Cllr PH Ngobese: Cllr NY Mlotshwa Cllr SM Sishi Cllr M Makhanya Director responsible: Mrs P Mbonambi	
EVALUATION PANEL FOR THE MUNICIPAL MANAGER **His Worship the Mayor Councillor SZ Mfeka** Chairperson of the Audit/Performance Committee **Councillor.** Member of the Executive Committee **Municipal Manager** (KwaDukuza Local Municipality) - Ward Committee Member	**EVALUATION PANEL FOR THE MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER** Municipal Manager Chairperson of the Audit/Performance Committee **Councillor** -Member of the Executive Committee **Municipal Manager** (Mandeni Local Municipality)
YOUTH AFFAIRS SUB-COMMITTEE Councillor N Simelane: Chairperson Cllr SM Mthethwa Cllr SS Bhengu Cllr NC Chamane Cllr SB Mfayela Cllr ZP Magwaza Cllr M Shangase	**RISK MANAGEMENT COMMITTEE** Mrs N Lugongolo (Chairperson) Acting Municipal Manager Acting Director Corporate Services Mr. DM Mzolo - Acting Director Technical Services Mr. D Khuzwayo EDP and Acting Director EDP Mr. S Majola - Chief Financial Officer **and Acting CFO**
WOMEN'S CAUCUS: NDWEDWE Cllr RT Nkwanyana Cllr NY Mlotshwa Cllr ZP Magwaza Cllr T Khuzwayo Cllr N Makhanya Cllr ZS Thoolsi Cllr NP Simelane Cllr NN Ntetha Cllr ZP Ngwane Cllr EB Ntuli	**BURSARY COMMITTEE** Cllr SM Mthethwa (**Chairperson)** Cllr Simelane Cllr NC Chamane Cllr Bhengu Cllr PS Shezi Cllr ZP Magwaza Cllr ML Sibiya Cllr M Shangase

TABLE 32: LIST OF PORTFOLIO COMMITTEES

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

1.1.3 SUB-COMMITTEES

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

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

1.1.4 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

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

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

1.1.5 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

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

- Audit Committee;
- Performance Management Audit Committee; and

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

1.1.6 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

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

• ADMINISTRATIVE GOVERNANCE STRUCTURES

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

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

Ndwedwe Local Municipality administration structure led by the Municipal Manager comprises of five departments		
Directorate	**Title, Name and Designation**	**Functions**
Office of Municipal Manager	**Municipal Manager**	The functions and responsibility of the Municipal Manager are contained in Section 55 of the Local Government Municipal Systems Act, Act 32 of 2000: *"(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 Service	**Corporate Service**	• Human resource management • To build a transparent administrative body capable of achieving transparency and integrity whilst addressing employment equity and affirmative action • To promote skills development throughout the administration structure • Information and Communications Technology; • Administration and Auxiliary Services; • Legal Services
Community Services	**Community Services Directorate Vacant**	Responsible for the operations and performance in the following sections: • Facilitate community involvement in terms of consultative processes • Sports & Recreation, • Arts & Culture; • Social and Community Development; • Library Services; • Facility Management. • Traffic Law Enforcement; • Disaster Management
Technical and Infrastructure Development	**Technical Services Directorate**	The Technical Services Directorate is responsible for the following: • Construction and maintenance of roads and storm water within the municipality's jurisdiction • Refuse removal, solid waste disposal, landfill sites and street cleaning • Maintenance of Council buildings • Maintenance of municipal parks, public open spaces • Maintenance and expansion of municipal cemeteries.

TABLE 33: 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)

OVERVIEW OF INTERGOVERNMENTAL RELATIONS (IGR)

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

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

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

- # INTERGOVERNMENTAL STRUCTURES

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

DISTRICT INTERGOVERNMENTAL STRUCTURES

The Ndwedwe Municipality is part of the IGR structures in the ILembe District Municipality (IDM). IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programme and or projects that are inter-reliant as provided by the IDPs. There are 10 Fora within the district, with the District Intergovernmental forum being the highest authority. All Fora are constituted by senior officials from the Local Municipalities, District Municipality, Provincial and National Sector Departments. Each forum meets as indicated in the structure above to discuss issues pertaining to its portfolio and functions with an aim to devise a plan on how these entities can collectively work towards achieving their respective IDP objectives and National priorities/outcomes.

The Sub-Fora then report to the Technical Support Forum (made up by Municipal Managers) for discussion and recommendation. The Technical Support Forum in turn reports to the District Intergovernmental Forum (Mayors Forum). In addressing service delivery issues, the iLembe District municipality has established a number of forums where the family of municipalities within the district are represented. These forums provide a platform for engagement on the different service delivery issues and for coordination and monitoring of the effectiveness of these forums. Ndwedwe Municipality is fully participating in the following IGR Structures as follows:

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

TABLE 34 : *IGR STRUCTURES*

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

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

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

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

INTRODUCTION COMMUNICATON, PARTICIPATON AND FORUMS

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

In compliance with Chapter 4, Section 16(1) of the Municipal System Act 32 of 2000, the Municipality conducted community road shows to publicize the draft IDP and Budget after Council approved on 31 March 2022 and the road shows will be conducted in between April and May 2023 for the approval of the Final IDP and Budget. The venues for these meetings were conducted and publicized through the media.

Ndwedwe Local Municipality organized 5 successful Mayoral IDP Imbizo and the Speaker of the Municipality also conducted 1 successfully Imbizo in which local community were consulted on its development needs and priorities. The Mayor outlined very eloquently projects the municipality has been implemented and completed. The following IDP Public Participation meetings and Mayoral IDP Imbizo's were held as follows:

ACTIVITY	WARD ATTENDING	VENUE	TIME	DATE
IDP Representative Forum	Stakeholders	Jonny Makhathini Hall	10H00	21/10/2022
IDP Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ngayiphi Sport field	09H00	11/11/2022
IDP Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Nhlangwini sport field	09H00	17/11/2022
IDP Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ndodembi sport field	09H00	23/11/2022
IDP Representative Forum	Stakeholders	Johnny Makhathini Hall		21/04/2023
Speakers Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Ward 18		26/04/2023
IDP Budget Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders	Nondabula Sport field		11/05/2023

	Councillors Amakhosi Ward committee SAPS Community			
IDP Budget Mayoral Imbizo	Stakeholders Municipal Officials Government Stakeholders Councillors Amakhosi Ward committee SAPS Community	Emathendeni Sport Field		18/05/2023

TABLE 35:PUBLIC/ STAKEHOLDER PARTICIPATION DURING IDP PROCESS

• PUBLIC MEETINGS

In terms of the Local Government: Municipal Systems Act No. 32 Of 2000 and Regulations, Chapter 4 Stress Community Participation. Public participation meetings are convened once every quarter where public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities. The municipality utilise the following mechanisms for public participation which are articulated in the IDP Process Plan:

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

The extent to which the community understand the above-mentioned issues has not reach a level where the municipality will conclude in saying that public participation is at an adequate level. Some of the communities over a long period engagement with the municipality are beginning to understand some of the development issues, but majority still do not understand.

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

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

PUBLIC PARTICIPATION STRUCTURES

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

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

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

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

PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

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

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

- Mayoral 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%.

TABLE 36: FUNCTIONALITY OF WARD COMMITTEES

1.3.2 WARD BASED PRIORITIES

Ndwedwe Municipality has ward-based plans that were initiated in 2022/2023 financial year. The table below show priorities identified during ward based planned and these are aligned into the Municipal IDP.

WARD 1	WARD	PRIORTIY
CDC: Glendale, Hullets, Msonono and Tshepula	1	1
Access Roads: Nhlangwini, Pheyane, 40 Nhlangwini access road	1	2
Berea housing project (40)	1	3
Land	1	4
Mnsonono Creche	1	6
Housing: Msonono, Hullets and Parukapad	1	7
Nhlangwini Hall renovations	1	8
Glendale Cemetery	1	9
Nhlangwini Clinic	1	10
Electricity infills	1	11
Building of a High School (Nhlangwini)	1	12
Library	1	13
Co-operative support (fencing)	1	14

WARD 2	WARD	PRIORTIY
Water/ Sanitation	2	1
Nsuze sport field renovation	2	2
Housing (Phase 02)	2	3
Access Roads; Mwandla, Mhlongo, Nzuza; Mazombe, Cibane; Gcamu, Zinkawini, Sibhukudweni access road and Maphumulo access road.	2	4
Wewe clinic	2	5
Mabutho Hall	2	6
Nsuze Waterfall maintenance	2	7
Grazing Camp	2	8
Tourism Development	2	9
Agricultural Development	2	10
Youth Development	2	11
Skills Development	2	12
Co-operatives Support	2	13
Magxuma Tourism Site	2	14
Road: D1523, D2490, D1577- D1618	2	15
Gcwensa Creche	2	16
Electricity Infills	2	17
Dalibho sports field	2	18
Bhamshella Town Development	2	19
Waterfall	2	20
Maintenance of all DOT roads	2	21

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

WARD 4	WARD	PRIORITY
CDC Ngcongangconga and Phambela	4	1
Access Road: Chibini, 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 windmill Zimpangeleni	4	8
Mlamula Phase 2 Eco Housing	4	9
Shopping Centre Mvoti	4	10
Taxi Rank Mvoti	4	11

WARD 5	WARD	PRIORITY
Water supply	5	1
Access Road: Skhotho		1
Regravelling: Wollongo, Mathwala, Deda, Musgrave, Mkhomazi, Sogidi, L3007 Road and Nambithana road	5	2
Renovation: KwaDeda Club houses and connection of kwaDeda sport field lights.	5	3
Electricity infills	5	4
Mkhomazi or Wolongo Creche	5	5
Housing: Mlamula Phase 2	5	6
Agricultural Co-operative Development	5	7
Deda Centre Renovations	5	8
Renovation of Deda Hall	5	9
Qalakahle and Mkhomazi Hall		10
Deda Sport field pitch	5	11
Deda Master light	5	12
Fencing and boreholes for cooperatives projects	5	13
Syaphumula, Qalakahle and Nambithane Sport field	5	14

WARD 6	WARD	PRIORITY
Access Roads: Madwaleni access road Mabheleni, Noordsberg, Zichwayini.Matsheketsheni, Qhubakahle, Mkhize, Phambela, Simunye	6	1
Bhamshela Multi-Functional Centre	6	1
Noordsburg Multi-Functional	6	2
water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6

Sport Ground: 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
Mwandla Road joining Maphumulo, Gogovuma Road, Mangqekeni Road, Zesuliwe Road, P712 Road, and eDiphini eNsuze	7	2
eTsheni Bridge	7	3
Hlalakahle CDC	7	3
Unyazi CDC	7	4
Sports Field: Hlalakahle & Mary Grey	7	4
Sports Centre fencing: Mary Grey		
Sthokozise and Unyazi Creche renovations	7	5
Zakhele CDC renovations	7	5
Lightning conductor	7	6
Water and Sanitation (disabled people)	7	7
Luthuli Community Hall	7	8
Creches: Zakhele, Gogovuma and Mary grey	7	9
Fencing gardens: Isinandi, Sinamuva, Xanyana, Faya, Senzokwethu farming and Siyazenzela youth farming	7	10
Regravelling of (D1617, D891 and D1629)	7	11
Zakhele Gym park	7	12
Clinic: Luthuli clinic	7	12
Zakhele Library	7	13
May Grey Signage and KwaVuma Senior citizen signage	7	13
Access Roads: Khekhe, Mlotshwa, Ndunsuleni, Wheelchair, 14 access road, Khumalo, Ziqhwageni, Maphumulo, Mamazi, Mancinza; Nduli; Mafumeyana; Nhlanhleni; Dlamini; Ximba; Khoza; UNyazini; Dube Mdodi; KwaNgidi; Zilwayo, KwaFaya; Mandleya; Makhanya; Stop8, Dube KwaNgidi, uNyazi access road, Mlondi.	7	14
Hospice	7	15
eTsheni Tourism Development	7	16

WARD 8	WARD	PRIORITY
Water	8	1
Mhlali foot bridges	8	2
Mcathu CDC	8	3
Msengeni CDC	8	4
Msengeni grazing camp	8	5
Access roadS	8	6
Mcathu foot bridge	8	7
Masakhane sports centre	8	8
Electricity phase 2 (infills)	8	9
Sanitation phase 1(Toilets)	8	10
Housing project	8	11
Mapholoba CDC	8	12

WARD 9	WARD	PRIORITY
Ozwathini and Nhlangakazi CDC	9	1
Khanyisa Sportsfield	9	2
Ozwathini Creche, Nhlangakazi Creche, Montobello Creche	9	3
Sanitation (Toilets)	9	4
Montobello Hall Renovation	9	5
Drayeni access road, Qwaqwa access road, Nsuze access road, Thusi access road, Goge access road	9	6
Housing (RDP houses)	9	7
Water	9	8
Electricity	9	9
Businss center/ market stalls	9	10
Fencing of cooperatives projects (agriculture)	9	11
Tier road to Montobello hospital	9	12

WARD 10	WARD	PRIORITY
Halls: Maqokomela and Dikwayo (hall renovations)	10	1
Market Stalls (Magongolo renovations)	10	2
Grazing Camp: Magongolo	10	3

Sports field Dikwayo	10	4
Creche: Magongolo	10	5
Access road (Magongongo, Esigodini) maintenance	10	6
Access road: Nkumbanyuswa,	10	7
Access Road (Magongolo, Vilakazi)	10	8
Access Road (Magongolo, Esgodini) maintenance	10	9
Access Road (Magongolo to Dikwayo) maintenance	10	10

WARD 11	WARD	PRIORITY
Access Roads: Nsimbini, Sanguphe, Slungwaneni, Dlamuka access road, D1509, D865, Mbuzazane and mathoba access road	11	1
Mayika Sport Ground	11	2
Community Library	11	3
Electricity	11	4
Renovation of Matholamnyana Sportsground	11	5
Matholamnyama bridge	11	6
Toilets/ sanitation	11	7
Thabani Luthuli electricity	11	8
Nozandla Tourism	11	9
Co-operatives Support	11	10
Nkumbanyuswa Housing project	11	11
Qadi Housing project	11	12
Fencing of Community Gardens	11	13
water		14

WARD 12	WARD	PRIORITY
Bridges: Sokhulu, Mgezengwana and Khohlwa	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, Nkwambase, Hloniphani and Ngedleni	12	4
P715 Tar Road (From Cell C to Noodrburg Road)	12	5
Creches: Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini	12	6
Kwambase Clinic	12	7
Mgqwayini Primary School	12	8
Tourism Development	12	9
Housing (Qadi)	12	10

WARD 13	WARD	PRIORITY
Ntaphuka CDC	13	1
Madlebe access road	13	2
Sisebenzile access road	13	3
Nhlabamkhosi access road	13	4
Sanitation (Toilet project)	13	5
Mbeki to Jikeni tar road	13	6
Skills centre	13	7
Electricity infills	13	8
Shange access road	13	9
Mgibandlala sport ground	13	10

WARD 14	WARD	PRIORITY
Ndodembi Bridge	14	1
building of Nompande Sports field; Pentecoste (Bhanoyi) sports field	14	2
Electricity infill	14	3
Toilets infill (Sanitation)	14	4
Access roads; Bhanoyi Road; Makhathini access road; Ezindlovni -Jele Road Bhethemu Road and Red devil access road.	14	5
Emthebeni Creche; nompande creche	14	6
Mdada Bridge, mthebeni Bridge	14	7
Renovation of Nduli sports field	14	7
Mthebeni Bridge	14	8
Mthebeni skill centre (electricity; water and sanitation and chairs)	14	9
Clinic Mthebeni VD	14	10
School (Msunduze/ Bhanoyi)	14	11
Fencing of cooperatives (Agriculture)	14	12
Tier road (Mkhabela to Oarkford) Transport	14	13
Khumalo Road	14	14

WARD 15	WARD	PRIORITY
Electricity Type 1, Type 2/ Type 3 Eskom and Ndwedwe	15	2
Roads: Shakavillage and Mzileni, Nhlabathi, Zondo road phase 2, Mpungeni access road, Nyongwana access road and Phewa access road.	15	2
Ndwedwe Central Indoor Sports Centre	15	1
Nyongwana, Zondo Ngwane Road, Madimeni Road, Shaka village Road, Mzileni Road and Phewa 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
CDC: Mzokhulayo and Mpungeni	15	
Geysers	15	11
Mzokhulayo Sports field and Netball court, Mpungeni Sportfield, Mthukutheli sportfield	15	12
Swimming Pool Academy	15	13
Disaster management centre	15	14
Ndwedwe Buy back centre	15	15
Isgcino bridge (cross way), Madimeni bridge (cross way), Zondo road bridge, Mzileni bridge	15	16
Court road, home affairs road. Tar road	15	17
Fencing and Renovations of regional sports field	15	18
Town Development	15	19
WARD 16	WARD	PRIORITY
Access Roads: Ndaka, Cibane access, Amatata, and Dlayejwana,	16	1
Housing project phase two and three	16	2
Electrification infill	16	3
Sanitation infill	16	4
Water project (spring water upgrade)	16	5
Mkhumbuzi sport ground upgrade	16	6
Maduna sport ground upgrade	16	7
Nsele sport ground upgrade	16	8
Gweni sportground upgrade	16	9
Wosiyane sportground upgrade	16	10
Makhazini sport ground upgrade	16	11
Nonoti sport ground upgrade	16	12
Msilili hall	16	13
Menyane hall	16	14
Msilili bridge	16	15
Mahedeni bridge		
Hoqweni bridge crossway- Mqeku and Nhlambamasoka bridge	16	16
Mnyameni bridge crossway	16	16
Network connection	16	16
Nsele Bridge	16	17
WARD 17	WARD	PRIORITY
Water	17	1
Maphofu bridge	17	1
Housing	17	1
Mzunga CDC, Khumalo CDC, Chili CDC and Manyonini CDC	17	2
Access Roads: Maganini, Mzunga, Emathankini and Ndimande	17	3
Road: P716, L1042, D1543 and A3826	17	4
Meme Dipping Tank	17	5
Mbayini Sport Centre	17	6
Streetlights	17	7
Type 2 Electricity	17	8
Network connection	17	9
Maintenance of Springs	17	10
Fencing of Gardens	17	11
Toilets	17	12
WARD 18	WARD	PRIORITY
Electricity	18	3
Water	18	1
Housing	18	2
KwaLoshe Game Reserve	18	4
Makhawula hall	18	2

Mission Sports field	18	3
Makhuluseni hall	18	2
Access Road: Makhanya access road, Makhawula access, Shangase, Novimba, Thafamasi, Cibane, Magongiseni access road, Makhuluseni access road	18	3
Makhawula Creche	18	3
Makhanya access road bridge	18	3
Makhuluseni Sports field	18	3
New Village Sports field	18	
WARD 19	WARD	PRIORITY
Electricity Infill's	19	1
Housing	19	2
Grazing Camps	19	2
Agricultural projects Co-operative Support	19	2
Access Roads regravelling- schools: Zubane, Nhlangano, Nobantu/ Manzini, Bhekamafa, Vulela	19	1
Mantshunguntshu Road and Bridge	19	1
Halls: Simamane, Mkhukhuze, Mahedeni and Zubane hall	19	2
Creches: Zamindlela, Snothando, Mantingwane, Thandolwethu and Sbusisiwe Community creche	19	1
Hlophe CDC		2
P102 Tar Road	19	1
Mkhukhuze Market	19	1
Water and Sanitation	19	1
Phewa Road regravelling and KwaCebekhulu	19	2
Ndiyazi Sports field, KwaHlophe, Mkhukhuze, Mangangeni Sports field	19	2
Sgedleni Hall Renovation, Mahedeni creche/hall renovation	19	1

TABLE 37: WARD PRIORITRES

• IDP PARTICIPATION AND ALIGNMENT

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

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

TABLE 38: IDP PUBLIC PARTICIPATION ALIGNMENT

1.5 DISASTER RISK REDUCTION AND MANAGEMENT

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. Ndwedwe Municipality, as an area that is prone to various natural hazards, has complied with these legislative requirements through the development and implementation of its disaster risk management plan. The Disaster Management Unit presently falls within Community Services Department. There is a Disaster Management Officer. The Disaster Management Unit of the Municipality deals with both pro-active and reactive disaster management issues and encompasses more than the department which is responsible for the function.

This section is included to familiarize key role-players with legislative mandate applicable in Disaster Management and bring to the fore priority hazards within Ndwedwe Municipality's area of jurisdiction. Moreso, it provides breakdown of budget and planned activities in the mainstream concepts of disaster risk reduction. It gives a brief background study of the Municipality in line with its current Integrated Development Plan (IDP). Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as integrated part of their Integrated Development Plan's (IDP's). It further anticipates the likely types of disaster that might occur in the Municipal area, their possible effects and identifies the communities at risk.
Ndwedwe Local Municipality has complied with these legislative requirements through the development and implementation of its Disaster Risk Management Plan adopted by the Council on 31 March 2022. The Municipal Disaster and Emergency Services Unit is within Community and Social Services Directorate. The personnel within the units composed of the Disaster and Emergency Services Manager, two Disaster Management Officers and two Fire Fighters. The Disaster and Emergency Services Unit of the Municipality deals with both pro-active and reactive disaster management issues and activities.

1.5.1 Legislative Framework

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

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

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

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

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

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

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

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

1.5.1.1 Legislative Policies

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT 108 OF 1996

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

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

MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

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

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

THE NATIONAL DISASTER MANAGEMENT FRAMEWORK (NOTICE 57 OF 2005)

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

DISASTER MANAGEMENT ACT (ACT NO. 57 OF 2002)

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

SECTION 43 OF DISASTER MANAGEMENT AMENDMENT ACT 16 OF 2016

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

FIRE BRIGADE SERVICES ACT 99 OF 1987

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

NATIONAL VELD AND FOREST ACT 101 OF 1998

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

INSTITUTIONAL CAPACITY ARRANGEMENTS

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

TABLE 39: DISASTER INSTITUTIONAL CAPACITY

Institutional Measures	Remarks
Disaster and Emergency Services Centre	In the process of establishment
Human Resource (Staff)	1X Director for Community and Social Services, 1X Manager-Disaster and Emergency Services, 2X Disaster Management Officers and 2X Fire Fighters.
Physical Resources (vehicles)	1X Isuzu 4X4), 2x fire rapid intervention vehicles available.
Disaster Management Policy Framework	Available as it is as legislative requirement.
Disaster Management Plan	Available as adopted in 2021/2022 and
Disaster Management Sector Plan	Available as it is legislative requirement
DM Portfolio Committee	Fully Functionally.
DM Practitioners Forum	Fully Functional at District level as not required at municipal level.
DM Advisory Forum	Fully Functionally

1.5.2 DISASTER RISKASSESMENT, RISK REDUCTION & PREVENTION

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

TABLE 40: PRIORITY RISK

HAZARDS	LOCATION
Fire (Structural and Veld Fires)	In all Wards
Severe weather:	
➢ Lightning	In all Wards
➢ Strong winds	In all Wards
➢ Hailstorms	In all Wards
➢ Heavy rain	In all Wards
➢ Extreme temperatures	In all Wards
Protests/Strikes	In all Wards

Accidents (MVAs)	Mostly on P100 and R614
Drought	Prone in Wards 1, 2, 5 and 6.
Drowning	Riverbanks, streams and man-made dams

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

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

RESPONSE & RECOVERY

As required by the Act, it is imperative for Ndwedwe Local Municipality to play a meaningful role with regards to disaster response and recovery. It is for this reason that a fully functional Disaster and Emergency Services Centre must be established by the municipality. Once a disaster occurrence has been reported the Fire and Rescue Service personnel must immediately respond. The function of the Disaster Management Unit is to coordinate relevant response and recovery and the conduction of relevant assessments. Assessments are conducted to determine the magnitude of the damages caused by the disaster and thereafter issue the most relevant and required emergency relief aid materials to the affected communities. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, Ndwedwe Local Municipality is responsible for the development and implementation of Contingency Plan for enhanced readiness and preparedness purposes.

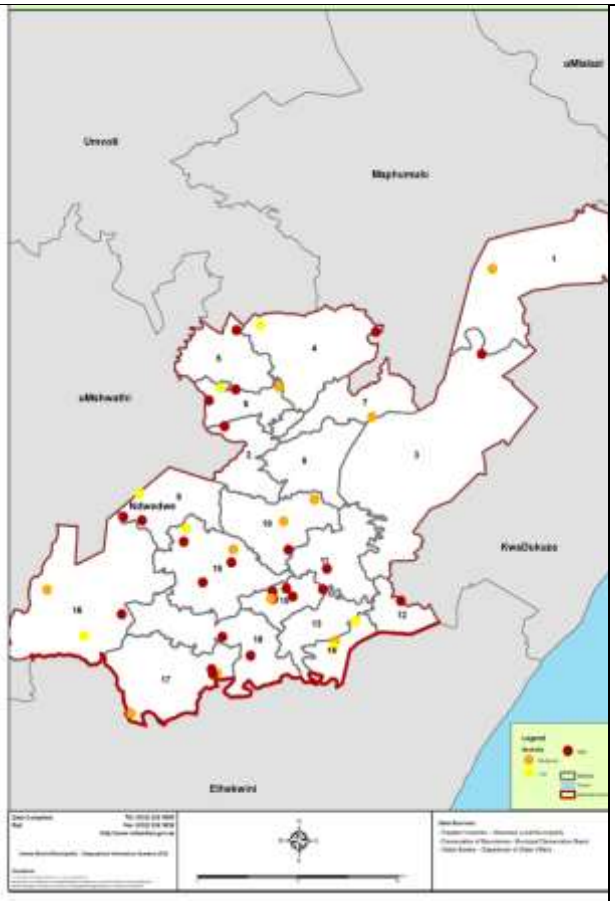
DISASTER RISK PROFILE

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

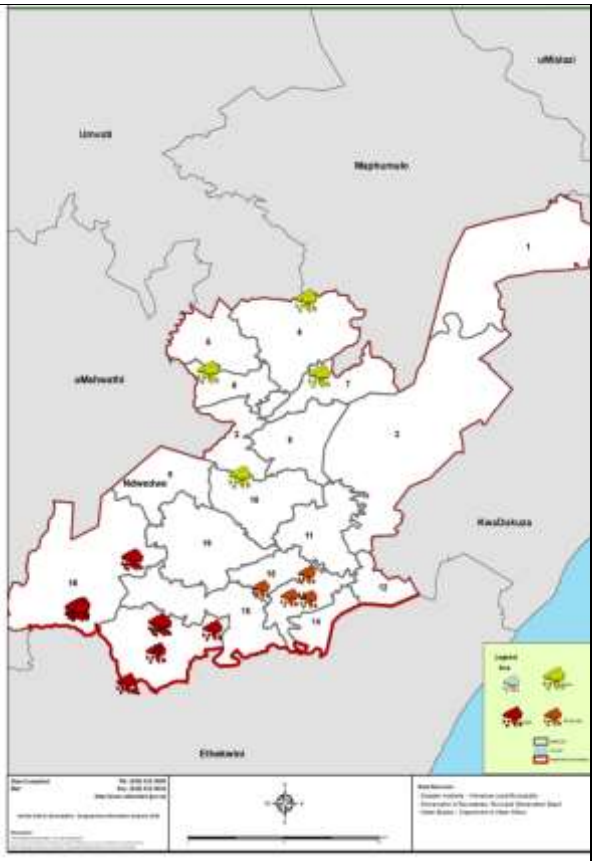
TABLE 41: DISASTER MANAGEMENT RISK PROFILE

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

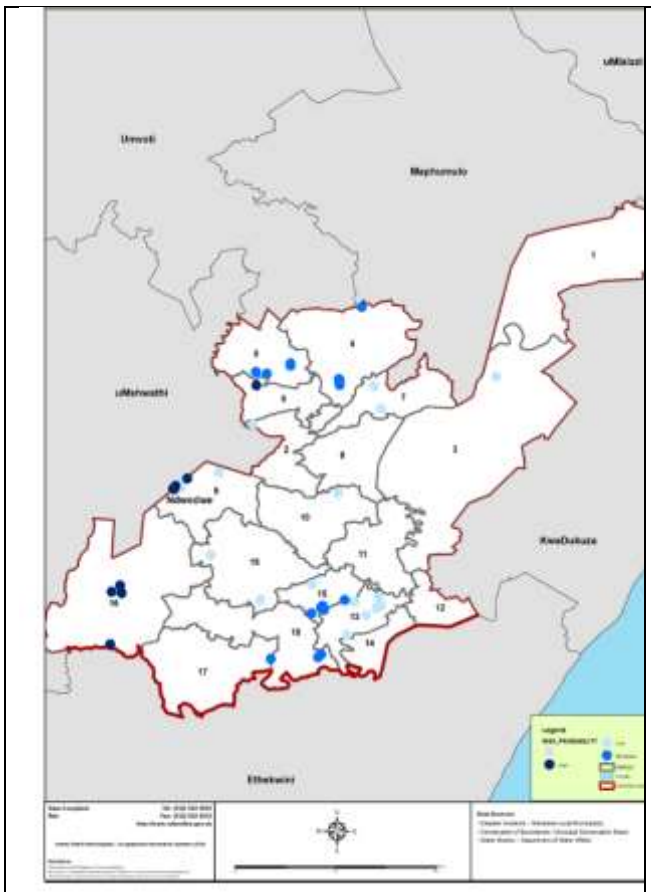
HAZARD SPECIFIC MAPS



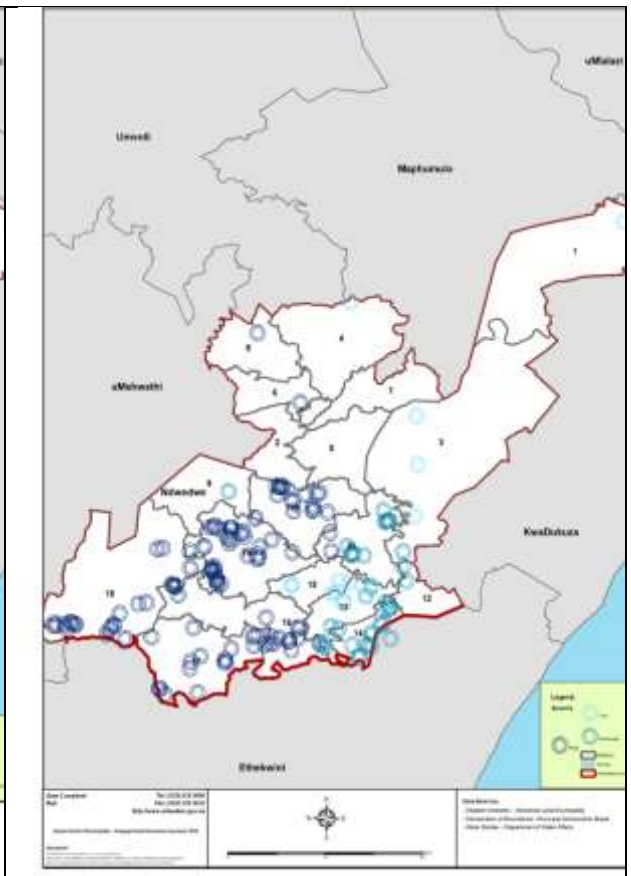
Structural fire incidents map and its severity per ward



Lightning incidents map and its severity per ward



Heavy rainfall incidents map and its severity per ward



Strong winds incidents map and its severity per ward

INFORMATION MANAGEMENT AND COMMUNICATION

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

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

EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS

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

EDUCATION AND TRAINING PROGRAMME

Ndwedwe local Municipality plans to continue taking students from various tertiary institutions for in-service training programmes started in 2021/2022 financial year. One of the main objectives of conducting community awareness campaigns is to ensure that communities exercise risk avoidance behaviour and take precautionary measures as all times.

1.5.3 WASTE MANAGEMENT

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

- Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including, but not limited to preparation of the Integrated Waste Management Plan (IWMP), designation of Waste Management Officers (WMO's), and development of Municipal waste management by-laws in order.

- Lack of waste management information system and lack of waste generation data. This includes information on waste streams/types produced within the Municipality.

- Improvement of asset for waste management and prioritization of waste management needs by the Municipalities.

- Lack of recycling initiatives.

- Issues of illegal dumping and creating awareness on waste management.

- The need to extend waste management services into areas which are currently not serviced by the Municipality as stated in the Constitution. Currently, the waste services are currently focusing on urban areas which include Ndwedwe Village, Bhamshella, and Glendale.

1.5.3.1 Waste collection and Temporary Storage within the Ndwedwe Municipality

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) better known as NEM: WA, came into effect, to amongst other objectives, to consolidate all 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	There is a designated Waste Management Officer in Ndwedwe Local Municipality.

	between all three spheres of government on the implementation of the Waste Act	
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 42: 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:

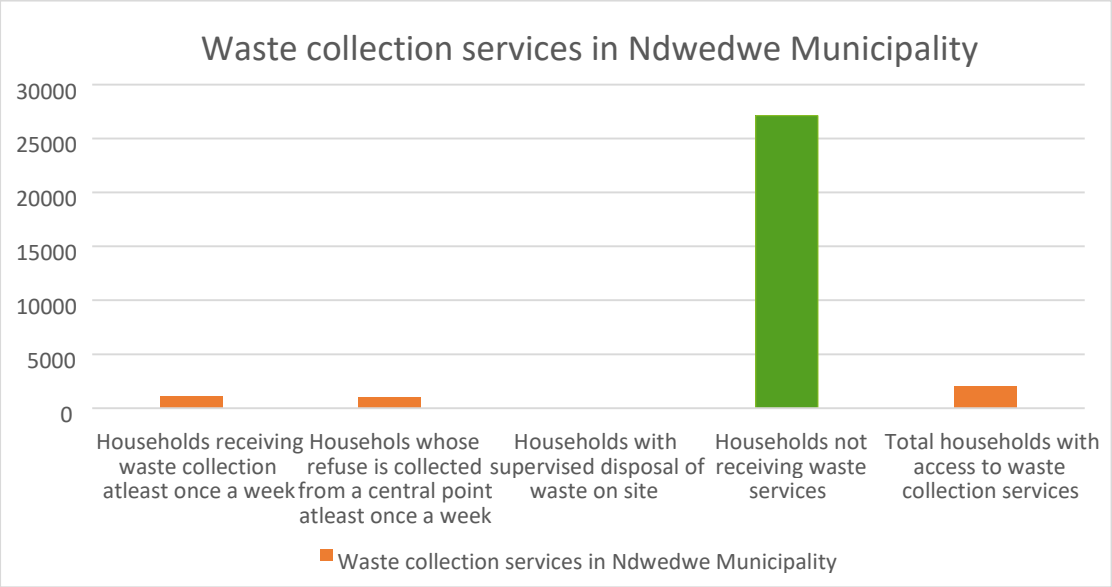


FIGURE 6: REPRESENTING THE PROVISION OF WASTE MANAGEMENT SERVICES IN NDWEDWE LOCAL MUNICIPALITY (INFORMATION ADAPTED FROM CENSUS, 2011

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

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

Goal	Description	Targets 2016	Ndwedwe Municipality Status Quo
Goal 1	Promote waste minimisation, re-use, recycling and recovery of waste.	▪ 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. ▪ All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. ▪ Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries	▪ No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality. ▪ The Ndwedwe Municipality is currently planning the establishment of a waste buy-back centre towards recycling ▪ The Municipality to explore recycling opportunities and seek partnerships with private sector ▪ Ndwedwe Municipality to support its local recyclers in their recycling opportunities.
Goal 2	Ensure the effective and efficient delivery of waste services.	95% of urban households and 75% of rural households have access to adequate levels of waste collection services. 80% of waste disposal sites have permits.	Approximately 20 % of households within the Municipality receive basic waste collection services Ndwedwe to extend the services to rural areas.
Goal 3	Grow the contribution of the waste sector to the green economy.	69 000 new jobs created in the waste sector 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling	▪ ▪ No permanent jobs 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 43: 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 44: 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 45: 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 46: SHOWING NDWEDWE WASTE MANAGEMENT PROGRAMMES

1.5.3 Implementation of Ndwedwe Integrated Waste Management Plan

The Municipality is responsible for solid waste management within its jurisdiction. The municipality has developed an Integrated Waste Management Plan (IWMP) as per the requirements of the National Environmental Management Waste Act (59 of 2008) as amended (hereafter referred to as the Waste Act) to sustain and improve waste management in the municipal area. A copy of the IWMP (is attached at **Annexure I**). The IWMP was approved and adopted by the Council on 31 March 22. The IWMP is an integral part of the IDP and therefore it must be aligned to the Municipality's IDP. In the financial year 2022/2023 the Department is in the process of reviewing the existing IWMP in the light of the recent developments across the nodal points of the Municipality. The aforesaid developments have thus far created more volumes of waste that get generated in the municipal nodes, more especially Central and Bhamshela, and to a lesser extent in Montebello and Glendale.

Target	Actions	2018	2019	2020	2021	2022
Waste collection and transportation	Ensure 100% collection in rural and informal areas				X	
	Random collection monitoring to improve service quality	X				
	Extending entrepreneur programme to 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 47: INTEGRATED DEVELOPMENT PLAN IMPLEMENTATION PLAN

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

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

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

- ## AUDIT UNIT

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

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

1.2.1 FUNCTIONING OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee function in accordance with the Risk Management Charter and is annually reviewed and approved the Municipal Manager. The Annual Implementation Plan is also reviewed and approved by the Committee annually. The Committees are combined, and committee meets quarterly.

TABLE 48: RISK MANAGEMENT COMMITTEE MEMBERS

No.	MEMBER	DESIGNATION	GENDER
1	Miss Z Lugongolo	Independent Chairperson	Female
2	Mr DSG Khuzwayo	Municipal Manager	Male
3	Mr NXE Hlekwane	Acting CFO	Male
4	Ms Z Khuluse	Acting Director: EDP	Male
5	Mr PP Mbonambi	Director: Community	Female
6	Ms L Mhatu	Acting Director: Corporate	Female
7	Mr DH Mzolo	Acting Director: Technical	Male
8	Mr T Mlaba	Manager: Risk and Compliance	Male

TABLE 37: RISK MANAGEMENT CHAMPIONS

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

TABLE 38: RISK MANAGEMENT COMMITTEE- STANDING INVITES

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

• ANTI-CORRUPTION AND FRAUD

The Municipality has an Anti-Corruption and Fraud Prevention Strategy in place. The strategy was reviewed with other Council plans and policies and was approved by Council in March 2023. A copy of the Anti-Corruption and Fraud Prevention Strategy is attached as an annexure for ease of reference. The Municipality's Anti-Corruption and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. The Municipality shares the Whistle Blowing/ Hotline Services with iLembe District Municipality and with another local municipality falls under iLembe District Municipality.

TABLE 39: RISK MANAGEMENT POLICIES

No.	POLICY	LAST APPROVED BY COUNCIL
1	ERM Framework	July 2022
2	ERM Policy	July 2022
3	Fraud Prevention Strategy	July 2022
4	Anti- Fraud and Corruption Policy	July 2022
5	Whistle Blowing/ Hotline Policy	July 2022
6	Loss Control and Prevention Management Policy	July 2022
7	Conflict of Interest policy	July 2022
8	Acceptance/Giving of Gifts, Donations and Sponsorship Policy	July 2022

• 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.

MUNICIPAL BID COMMITTEES

Ndwedwe Local Municipality has a Supply Chain Management (SCM) Unit which is a supports the functioning of all business units within the Council. The bid committees ensure the provision of efficient, transparent, fair, equitable, and cost-effective procurement services, assisting them to implement their service delivery priorities. In terms of the Municipal Finance Management Act's SCM regulations, the SCM unit is established to implement the SCM policy adopted by Council in May 2022. It operates under the direct supervision of the Chief Financial Officer (CFO) or an official to whom this duty has been delegated, in terms of Section 82 of the Act. Core functions include demand management, acquisition management, logistics management, disposal management, risk management, contract management, assets management and performance management.

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

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

TABLE 49: BID COMMITTEE MEMBERS

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

- # BYLAWS

Municipal By-laws are public regulatory laws which apply in the Municipal Area. Section 11(3) (m) of the Local Government Municipal Systems Act, Act 32 of 2000 empowers the Municipal Council with the legislative authority to pass and enforce Municipal By-laws. A Municipal Council may only pass By-laws on matters falling within its functional mandate. By-laws are superseded by Provincial and National legislation as well as the Constitution. The main difference between a By-law and a law passed by National and Provincial Government is that a By-law is made by a non-sovereign body, which derives its authority from another governing body, and which can only be made in respect of specific matters within a specific geographic area. It is therefore a form of delegated legislation.

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

- # POLICIES

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

TABLE 43: POLICIES

Name of Policy	Review and Approval Date
Fleet management policy	May 2022
Bursary Policy	May 2022
Pauper and Burial Indigent Policy	May 2022
ICT Policies	May 2022
PMS Policy	May 2022
Internship and scarce experiential learning critical and scarce skills policy	May 2022
ICT Policies ICT Policy and Framework ICT Security Control Policy ICT User Access Management Policy ICT Service Level Agreement Management Policy (External Service Providers/Vendors) CT Disaster Recovery Policy ICT Data Backup Recovery Policy ICT Standard Operating Procedure Hardware and Software Standardization Policy	May 2022
SCM Policy	May 2022
Budget Policy	May 2022
Property Rates Policy	May 2022
Petty Cash Policy	May 2022
ERM Framework	July 2022
ERM Policy	July 2022
Fraud Prevention Strategy	July 2022
Anti- Fraud and Corruption Policy	July 2022
Whistle Blowing/ Hotline Policy	July 2022
Loss Control and Prevention Management Policy	July 2022
Conflict of Interest policy	July 2022
Acceptance/Giving of Gifts, Donations and Sponsorship Policy	July 2022
Informal Trading Policy	May 2023

- **WEBSITE**

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

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

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

TABLE 50: DOCUMENTS PUBLISHED

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

• PUBLIC SATISFACTION ON MUNICIPAL SERVICES

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

NO	PRINCIPLE	APPLICATION
1.	Consultation	The municipality service delivery role-players shall be consulted through the following: ▪ IDP Structures ▪ Mayoral Working Groups ▪ Customer Satisfaction Survey ▪ Imbizo/Public Meetings Programme

		▪ Workshops ▪ Stakeholders Forums ▪ Media (Print and Electronic).
2.	Service Standards	The customers shall be informed of the level and quality of any municipal service enquired in writing, telephone, emails, in person or groups.
3.	Access	All the customers/ citizens shall have equal access to service to which they are entitled and shall be done through: ▪ Appointing customer-oriented staff at the reception points ▪ Main municipal buildings entrances with customer-oriented security personnel ▪ Displaying the municipal business hours, physical address and the telephone numbers at the entrance of each municipal building ▪ Use of decentralized municipal offices with frontline staff trained on customer service. ▪ Use of the Thusong Centre ▪ Use of Municipal Website ▪ The use of municipal publications and brochures.
4.	Courtesy	The customers/residents shall be treated with respect and consideration through the following: ▪ Regular training of frontline staff on customer service ▪ Always giving the customers the smile and right attitude ▪ Always greeting the customers ▪ Use of acceptable language.
5.	Information	The customers/residents shall be given correct, accurate and credible information about the services or enquiries through the following: ▪ Using media and websites ▪ Using municipal publication and media reports ▪ Imbizo/public meeting programme ▪ Roadshows ▪ Door to door ▪ Using stakeholders' forums.
6.	Openness and transparency	The Municipality shall in conducting its municipal business ever be open and welcome customers inputs through: ▪ Taking council meetings to the people ▪ Holding regular meetings, workshops, summits, stakeholder forums and Mayoral Groups ▪ Awareness programmes ▪ Issuing municipal quarterly, mid -term and annual performance reports ▪ Using the websites ▪ Displaying EXCO, Portfolio Chairs', MM's and ED's photos
7.	Redress	Municipality shall always offer an apology to a customer/ resident for a service or standard not delivered and met respectively and a full explanation and appropriate remedy shall also be affected through: ▪ Introducing and launching customer complaints.
8.	Value for money	Municipality shall provide services in an economical, effective and efficient manner through: ▪ Optimally adhering to approved SDBIPs. ▪ Reinforce internal and expenditure controls. ▪ Optimally adhering to bid procedures.

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

- **ALL MUNICIPAL OVERSIGHT COMMITTEES**

Audit Performance Committee and Municipal public accounts committee.

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

• EXECUTIVE SUMMARY

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2021/2022 financial year. APR word and excel copies are attached at Appendix B.

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2022/223 These KPAs have been included in the municipal scorecard for 2022/2023 financial year. It also presents the year end performance results for 2022/2023. 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
6. Cross Cutting

• PERFORMANCE MANAGEMENT SYSTEM PROCESSES

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe PMS Framework was reviewed and adopted by Council on the 30 May 2023. 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 2022/2023 financial year.

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

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

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

- ## PERFORMANCE AND SUPPORTING INFORMATION

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

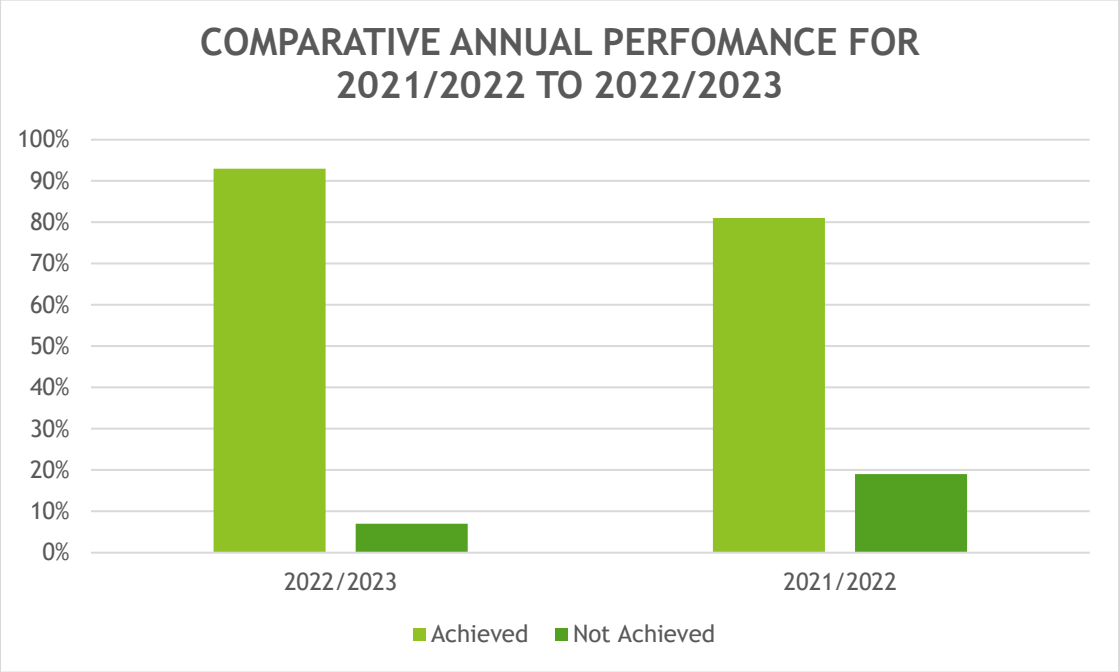
- ## COMPARATIVE ANNUAL PERFORMANCE FOR 2021/2022 AND 2022/2023 FINANCIAL YEAR

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 2021/2022 and 2022/2023.
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 2021/2022 and 2022/2023.

FINANCIAL YEARS	TOTAL KPI's	TARGET MET	TARGET NOT MET
2021/2022	139	113 81%	27 19%
2022/2023	141	132 94%	9 6%



- ## 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, **94%** reported as achieved and 6% 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 7: ANNUAL PERFORMANCE FOR 2022/2023 FY

Total targeted KPI's for Annual Performance for 2022/2023	Targets met	Targets not met
141	132	9
	94%	6%

BUSINESS UNITS	TARGET MET % FOR ANNUAL PERFORMANCE EXCLUDING NON-ACHIEVED
Office Of the Municipal Manager Department	90%
Corporate Services Department	89%
Technical Services Department	88%
Economic Development and Planning Department	100%
Finance Department	96%
Community Services Department	100%

- # ANNUAL PERFORMANCE REPORT(APR)

KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

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

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

2021/2022

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	21	13	9	62%

2022/2023

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	19	17	2	89%

The Figure below illustrates the performance of the KPA 1.

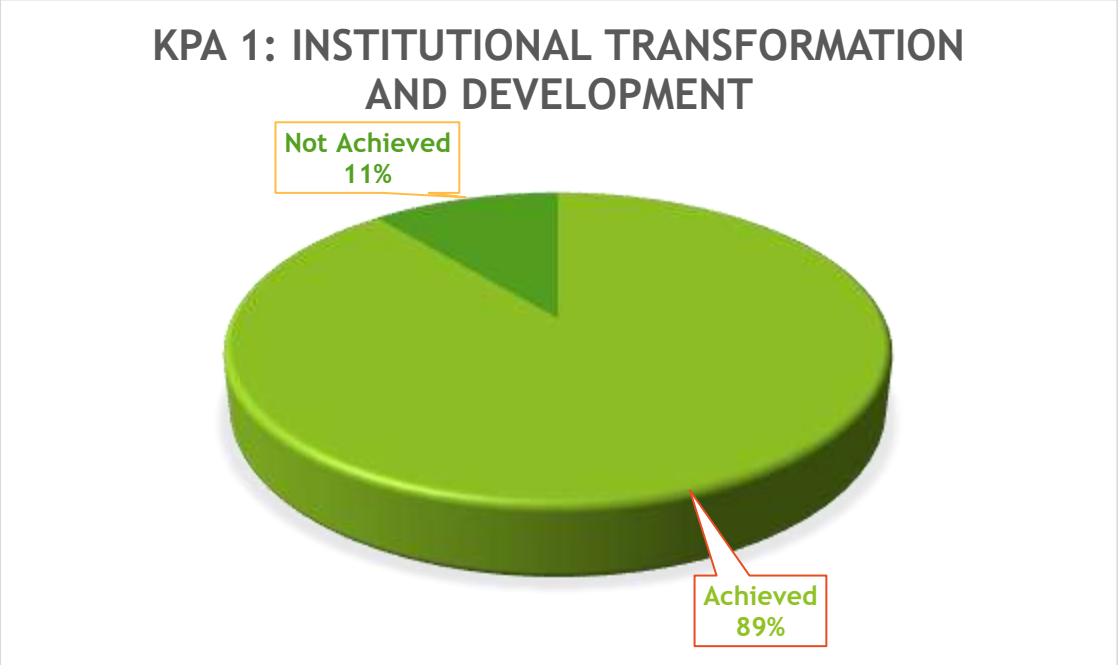


FIGURE 1: PERFORMANCE OF THE KPA

PERFORMANCE HIGHLIGHTS

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	ACHIEVED/ NOT ACHIEVED
Workplace Skills Plan implementation	13 WSP trainings to be held in accordance with the WSP by deadline by 31 March 2023	15	Overachieved
Workplace Skills Plan implementation	1% of budget spent on the municipality WSP by 30 June 2023	1%	Achieved
Workplace Skills Plan implementation	1 Workplace Skills Plan (WSP) & Annual Training Report (ATR) to be completed and submitted to LGSETA by 30 April 2023	1	Achieved
Human Resources Management Excellence	Vacancy rate under 12% by end June 2023	12%	Achieved
Community skills support programme	2 Interns trainees recruited by 31 December 2022	2	Achieved
Internal and external bursaries awarded	4 Quarterly Internal and External Bursary progress reports submitted HR Portfolio for noting by 30 June 2023	4	Achieved
Employment Assistant Programs	2 Bi-Annual EAP programs to be held by 31 December 2022	2 (EAP meetings were held on 15 December 2022 and 31 May 2023)	Achieved
Functional ICT infrastructure (Implement, test and maintain ICT system backups)	6 Monthly ICT maintenance reports submitted by 31 December 2022	6	Achieved
Fleet management	12 Monthly Fleet management reports generated by 30 June 2023	12	Achieved
Coordination of Council meetings	4 Quarterly scheduled meetings of Council that are co- ordinated by held by 30 June 2023	10 (Council meetings were held on 30 August, 30 September 202, 27 October, 9 December 2022, 31 January, 28 February and 30 March 2023, 28 April, 30 May and 30 June 2023).	Overachieved
Coordination of Exco meetings	10 Monthly scheduled EXCO meetings to be held by 30 June 2023	10 (EXCO meetings were held on 22 July, 24 August, 21 October, 5 December 2022, 25 January, 22 February and 24 March, 20 April, 30 May and 28 June 2023).	Achieved

Coordination of Portfolio Committees meetings	23 Quarterly Scheduled meetings of Portfolio Committees (Finance, EDP, LPA & HR, Community Services, Infrastructure & Technical) to be held by 30 June 2023	38 (Portfolio meetings were held 3 Finance: 24 Jan, 17 Feb and 17 March. 3 EDP: 07 Feb, 16 Feb, 15 March, 1 LPA&HR: 08 Feb, 2 Com:09 Feb and 23 March 23. 2 INFRA: 16 Feb and L2631/03/23 (Special)) on, 11 April 2023 Community, 12 April Technical, 12 April EDP, 21 April HR, 25 April Technical, 11 May Technical, 16 May EDP, 16 May Finance, 17 May Community and 14 June 2023 Community).	Overachieved
Coordination of Municipal Public Account Committee meetings	4 Quarterly scheduled meetings of Audit Committee to be held by 30 June 2023	7	Overachieved
Coordination of Municipal Public Account Committee meetings	4 Quarterly scheduled meetings of MPAC that are co- ordinated by held by 30 June 2023	4 (MPAC meetings were held on 25-26, 30 May and 23 June 2023)	Overachieved
Security Services Reports	4 Quarterly Security Services Reports generated by 30 June 2023	4	Achieved
Human Resources Management Excellence	1 Policy Workshop to be conducted by 30 June 2023	1(The Acting Allowance Policy was workshopped and approved at Council on 30 May 2023)	Achieved
Monitoring performance of effective enterprise risk management	4 Progress Reports on Risk Management by end of 30 June 2023	4	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

CHALLENGES	MEASURES TAKEN TO IMPROVE PERFORMANCE
REF CS 06-2022/2023 1 OHS meeting was held on 18 May 2023 instead of 3. OHS Committee meetings did not sit due to no capacity within the Unit. The OHS post is vacant.	Management will ensure that the OHS post is prioritised and filled in the new financial year.
REF CS 10-2021/2022 3 Instead of 4 ICT meetings were held, 1 meeting did not sit due to no quorum.	The meeting will take place in quarter 1 of the new 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 to eradicate backlogs. The table below indicates the total number of targets that have been met.

2021/2022

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	**18**	**13**	**5**	**72%**

2022/2023

NATIONAL KPA's	TOTAL KPI's	TARGET MEET	TARGET NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	**26**	**23**	**3**	**88%**

The Figure below illustrates the performance of the KPA 2.

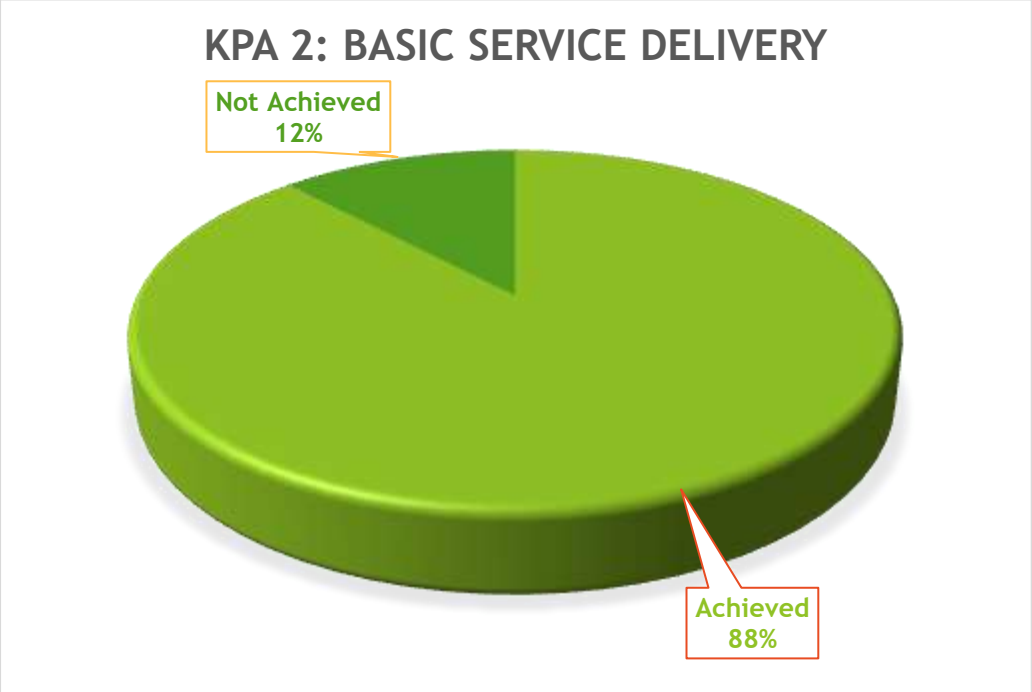


FIGURE 2: PERFORMANCE OF KPA 2

PERFORMANCE HIGHLIGHTS

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

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	ACHIEVED/ NOT ACHIEVED
Mdloti Bridge Ward 17	100% Construction of Mdloti bridge (Concrete for structure, Road's gabions, and stone pitching) completed by end of 30 June 2023	100% Construction of Mdloti bridge (Concrete for structure, Road's gabions, and stone pitching) completed	Achieved
Isibonelo Community Creche Ward 11	100% Construction of Isibonelo Community Development Creche (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed by end of 30 June 2023	100% Construction of Isibonelo Community Development Creche (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed	Achieved
Mahlabathini Access Road Ward 05	3km Construction works of Mahlabathini Access Road (Road layer works, base, drainage system) in Ward 05 to be completed by end of 31 March 2023	3km Construction works of Mahlabathini Access Road (Road layer works, base, drainage system) in Ward 05 to be completed by end of 31 March 2023	Achieved
Court Access Road Ward 15	2,5km Construction works of Court Access Road (Road formation, base, black top asphalt, drainage system) in Ward 15 to be completed by end of 30 June 2023	2,5km Construction works of Court Access Road (Road formation, base, black top asphalt, drainage system) in Ward 15 completed	Achieved
Refurbishment KwaDeda sports field Public Toilets & Fencing Ward 5	100% Refurbishment of KwaDeda sports field lights and fencing in Ward 05 to be completed by end of 30 June 2023	100% Refurbishment of KwaDeda sports field lights and fencing in Ward 05 completed by end of 30 June 2023	Achieved

Rehabilitation of water and sewer supply to Bhamshela Thusong Centre in Ward 02	100% Rehabilitation water/sewer (Septic tanks, pipe laying & meter connection) in Bhamshela Thusong Centre & Ndwedwe Central Offices to be completed by end of 30 June 2023	100% Rehabilitation water/sewer (Septic tanks, pipe laying & meter connection) in Bhamshela Thusong Centre & Ndwedwe Central Offices completed	Achieved
Ndwedwe Testing Station	100% Construction of Ndwedwe Testing Station (Painting, plumbing works, electrical works) to be completed by end of 30 June 2023	100% Construction of Ndwedwe Testing Station (Painting, plumbing works, electrical works) completed	Achieved
Re-construction of Dalibho Library Clear-Vu Fence Ward 2	100% Supply and installation of Clear-Vu fencing for Dalibho Library to be completed by 30 June 2023	100% Supply and installation of Clear-Vu fencing for Dalibho Library completed	Achieved
INEP Electrification Ward 02, 09, 10 & 13	100% Construction of Electrification for preparations for household connections to be energised by ESKOM by end of 30 June 2023	100% Construction completed of Electrification for preparations for household connections were energised by ESKOM	Achieved
Bhamshela Thusong Centre Clear-Vu Fence	100% Supply and installation of Clear-Vu fencing for Bhamshela Thusong Centre to be completed 30 June 2023	100% Supply and installation of Clear-Vu- fencing for Bhamshela Thusong Centre completed	Achieved
Rehabilitation of Water supply at Johny Makhathini Civic Hall & Ndwedwe Library Ward 15	100% Rehabilitation of water supply at of Johny Makhathini Hall and Ndwedwe library Ward 15 to be completed by end of 30 June 2023	100% Rehabilitation of water supply at of Johny Makhathini Hall and Ndwedwe library Ward 15 completed	Achieved
EPWP - Waste management	80 EPWP work opportunities created by end of 30 September 2022	85	Overachieved
Capital expenditure monitoring	100% Capital expenditure spent completed by end of 30 June 2023	100% Capital expenditure spent	Achieved
Ezimpangeleni Hall Refurbishment Ward 4	100% Refurbishment of Ezimpangeleni hall to be completed by end of 30 June 2023	100% Refurbishment of Ezimpangeleni hall completed	Achieved
Pentacoste Hall Refurbishment Ward 14	100% Refurbishment of Pentacoste hall to be completed by end of 30 June 2023	100% Refurbishment of Pentacoste hall completed	Achieved
Mayelisweni Hall Refurbishment Ward 19	100% Refurbishment of Mayelisweni hall to be completed by end of 30 June 2023	100% Refurbishment of Mayelisweni hall completed	Achieved
Upgrade of Water Supply of Dalibho Library	100% Upgrade of Water supply of Dalibho library to be completed by end of 30 June 2023	100% Upgrade of water supply of Dalibho Library completed	Achieved
Electrification, Tubing & Fencing of Siyazakha Creche in Ward 6	100% Electrification, tubing & fencing of Siyazakha creche completed by end of 30 June 2023	100% Electrification, tubing & fencing of Siyazakha creche completed	Achieved
Renovations & Fencing of Wewe Community Hall Ward 2	100% Renovations & fencing of Wewe community hall completed by end of 30 June 2023	100% Renovations & fencing of Wewe community hall completed	Achieved
Monitoring performance of effective enterprise risk management	4 Progress Reports on Risk Management to be completed by end of 30 June 2023	4	Achieved
Chibini Gravel Access Road Ward 04	5km Construction works of Chibini Access Road (Road layer works, base, drainage system) to be completed by end of 30 June 2023	5km Construction works of Chibini Access Road (Road layer works, base, drainage system) completed	Achieved

COGTA Electrification Ward 02, 07, 09, 10	100% Construction of Electrification - (Pole plantation, Installation of electricity reticulation networks infrastructure) for preparations for household connections to be energised by ESKOM) to be completed by end of 30 June 2023	105% Construction of Electrification (Pole plantation, Installation of electricity reticulation networks infrastructure & preparation for energizing through Eskom completed	Overachieved
Ndwedwe Municipal Offices Phase 2	Appointment of Contractor and Site Establishment to be completed by end of 30 June 2023	Appointment of contractor and Site establishment completed	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE PERFORMANCE

CHALLENGES	MEASURES TAKEN TO IMPROVE PERFORMANCE
REF TS 05-2022/2023 The construction of the bridge requires more funding hence the budget is limited. The project to be re-budgeted 2023-24 in the new financial year.	The bridge will be plan and budgeted in the new financial year 2023-24
REF TS 15-2022/2023 Few of the Items on the BOQ are not done due to non-performance of the main contractor the project was not achieved.	Cession agreement introduced with the Main contractor to complete the project scope of works in Quarter 1 on 30 September 2023
REF TS 26- 2022/2023 The project scope was incomplete due to the municipality receiving the MIG additional funding in quarter 4 therefore project was not achieved.	Contractor to complete the project scope of works in Quarter 1 on 29 September 2023

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.

2021/2022

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

2022/2023

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Local Economic Development	**13**	**13**	**0**	**100%**

The Figure below illustrates the performance of the KPA 3.

FIGURE 3: PERFORMANCE OF KPA 3

PERFORMANCE HIGHLIGHTS

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	ACHIEVED/ NOT ACHIEVED
Local Agricultural Indaba	1 (was 2) Local Agricultural Indaba to be held by end of 31 December 2022	1	Achieved
Ndwedwe Music Festival	1 Ndwedwe Music Festival event to be held by end of 31 December 2022	1 Ndwedwe Festival was held on 23 December 2022	Achieved
New markets for farmers	2 New Farmers market day to be held by end of 30 June 2023	2 (New Farmers market day were held on 13 October 2022 and 6 April 2023)	Achieved
Design of Ndwedwe Market, Arts and Craft Centre	Design of Ndwedwe Market, Arts and Craft Centre by end of 31 December 2022	Design of Ndwedwe Market, Arts and Craft Centre was completed	Achieved
Co-operative Development	20 (was 2) Cooperatives supported by end of 30 June 2023	52	Overachieved
SMMEs Supported	10 LED (SMME) supported by end of 30 June 2023	56	Overachieved

Ndwedwe Town Development	Submission of the SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General completed by end of 30 June 2023	SPLUMA application for Ndwedwe Town Development proclamation to Surveyor General was submitted.	Achieved
Housing Forum	2 Housing Forum meetings to be held by end of 30 June 2023	2 (Housing Forum meetings were held on 10 November and 18 May 2023)	Achieved
LED Forum	2 LED Forums meetings to be held by end of 30 June 2023	2	Achieved
Development Phase 2 of Bhamshela regeneration study (Design)	Development Phase 2 of Bhamshela regeneration study and Design to be completed by end of 30 June 2023	Development Phase 2 of Bhamshela regeneration study and Design was completed	Achieved
Review of 2022/23 Spatial Development Framework	Review of Spatial Development Framework and submit to Council for adoption by end of 30 June 2022	Review of Spatial Development Framework was adopted and approved by Council on 30 May 2023.	Achieved
Finalisation of LUMS	Finalisation of LUMS and submit to Council for adoption by end of 30 June 2023	Finalisation of LUMS and adopted by Council.	Achieved
Monitoring performance of effective enterprise risk management	4 Progress Reports on Risk Management by end of 30 June 2023	1	Achieved

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.

2021/2022

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Financial Viability and Management	**26**	**26**	**0**	**100%**

2022/2023

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Financial Viability and Management	**25**	**24**	**1**	**96%**

The Figure below illustrates the performance of the KPA 4.

FIGURE 4: PERFORMANCE OF KPA 4

PERFORMANCE HIGHLIGHTS

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	ACHIEVED/ NOT ACHIEVED
Compliance with MFMA regulations	12 Monthly Section 71 MFMA reports submitted by end of 30 June 2023	12	Achieved
Compliance with MFMA regulations	1 MFMA 72 Report submitted by end of 31 January 2023	1	Achieved
Compliance with MFMA regulations	4 MFMA Quarterly reports submitted by end of 30 June 2023	4	Achieved
Adjusted Budget for 2022/23 financial year	Adjusted Budget adopted by Council by end of February 2023	Adjusted Budget was adopted by Council on 28 February 2023	Achieved
Final Budget for 2022/ 2023 financial year	Final 2023/2024 Budget adopted by Council by end of 31 May 2023	Final 2023/2024 Budget was approved and adopted by Council on 30 May 2023	Achieved
Revenue Collection	70% of Revenue collected by end of 30 June 2023	75%	Overachieved
Finances Policies (SCM, Tariff, Credit Control Policy, S and T, Overtime Policy, Banking and investment, Budget, Indigent, Fixed Assets, Rates, Virement and Disposal)	Review and adopt of Finance budget related policies by Council by end of 30 June 2023	Reviewed and adopted Finance budget related policies was approved by Council on 30 May 2023	Achieved
Supplementary General Valuation Roll	Approved Supplementary General Valuation Roll by Council by end of 30 April 2023	Approved Supplementary General Valuation Roll was approved with final Budget by Council on 30 May 2023	Achieved

Screening of Suppliers from SCM Database	4 Quarterly Screening of Suppliers from SCM Database generated by end 30 June 2023	4	Achieved
SCM report	4 Quarterly SCM reports submitted to Council by end of 30 June 2023	4	Achieved
Compliance with MFMA regulations	12 Monthly Debtors reconciliation reports by end of 30 June 2023	12	Achieved
Compliance with MFMA regulations	12 Monthly Property Rates Reconciliations reports by end of 30 June 2023	12	Achieved
Compliance with MFMA regulations	12 Monthly Bank Reconciliations reports by end of 30 June 2023	12	Achieved
Compliance with MFMA regulations	12 Monthly Investments registers by end of 30 June 2023	12	Achieved
Compliance with MFMA regulations	12 Monthly Accurate grant registers by end of 30 June 2023	12	Achieved
Payment of creditors (Pg 16 of MFMA circular 71)	30 Days from submission by end of 30 June 2023	Payment of Invoice 30 days from submission completed	Achieved
Third Party Payments	7th day of the month for 3rd parties by end of 30 June 2023	7th day of each month for 3rd parties' payment completed	Achieved
Maintain unqualified audit opinion	2021/2022 AFS submitted to AG by end of 31 August 2022	1 2021/2022 AFS has been submitted to AG on 31 August 2022	Achieved
Debt coverage (Pg 9 of MFMA circular 71)	45% Debt Total Borrowings & Revenue Ratio by end of 30 June 2023	45%	Achieved
Finance skills support on MFMP programme	Training of Finance interns on the MFMP by end of 31 December 2022	Training of five Finance interns on the MFMP programme	Achieved
Conduct Asset Verification for Quality and a reliable fixed asset register	Annual Asset verification report on movable assets submitted to Auditor General by end of 30 June 2023	Annual Asset verification report on movable assets	Achieved
Liquidity Management (Pg 7 of MFMA circular 71)	30 days cash on hand	30 days	Achieved
Current Ratio (Pg 7 & 8 of MFMA circular 71)	1.5:1	4.09	Achieved
Monitoring performance of effective enterprise risk management	4 Progress Reports on Risk Management by end of 30 June 2023	4	Achieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE

CHALLENGES	MEASURES TAKEN TO IMPROVE PERFORMANCE
REF FV 25-2022/2023 The Indigent Policy was reviewed and adopted by Council. However, the Indigent register has not been adopted by Council, as the register is not yet finalised.	Management will ensure that the Indigent register is finalised by end of 31 March 2024.

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.

2021/2022

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Good Governance and Public Participation	33	25	8	76%

2022/2023

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Good Governance and Public Participation	31	28	3	90%

The Figure below illustrates the performance of the KPA 5.

FIGURE 5: PERFORMANCE OF KPA 5

PERFORMANCE HIGHLIGHTS

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	Achieved/Not Achieved
Submission of Internal Audit Report to Audit Committee	4 Reports submitted to Audit Committee by end of 30 June 2023	4	Achieved
Submission of Audit Committee Reports to Municipal Council	4 Reports submitted to Municipal Council by Audit Committee Chairperson by end of 30 June 2023	4	Achieved

Internal Audit Charter	1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval by end of 30 June 2023	1 Reviewed Internal Audit Charter and submitted to Audit Committee for approval	Achieved
Tabling of Annual Report 2021/2022 to Council within 9 months after the end of a financial year	2021/2022 Annual Report submitted for adoption to Council by end of 31 March 2023	2021/2022 Annual Report was adopted by Council on 30 March 2023	Achieved
Tabling of Oversight report on the AR 2020/2021 to Council no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)	2021/22 Oversight Report for adopted by end of Council by end of 31 March 2023	2021/2022 Oversight Report was tabled to Council and adopted on 30 March 2023	Achieved
Performance Reviews	3 Quarterly Performance reviews of Senior Managers conducted by end of 30 June 2023	3	Achieved
Performance Management Framework	1 Reviewed Performance Management Framework by end 30 June 2023	1 Reviewed Performance Management Framework approved by Council on 30 May 2023	Achieved
Annual Municipal Performance Report (AMPR)	1 AMPR submitted to AG by end of 31 August 2022	1 AMPR Annual Performance Report submitted to Auditor General (AG)	Achieved
Annual IDP Review 2023/2024	1 2023/2024 Final IDP submitted to Council for adoption by 30 June 2023	1 2023/2024 Final IDP approved by Council on 30 May 2023	Achieved
Speaker Izimbizo	2 Speaker's Izimbizo's hosted by end of 30 June 2023	1(Speaker's Izimbizo hosted on 26 April 2023)	Achieved
Mayoral/IDP Izimbizo	2 Mayoral/ IDP/Budget Izimbizo hosted by end of 30 June 2023	5(Mayoral Izimbizo's were hosted on 11, 17, 23 November 2022, 11 and 18 May 2023)	Overachieved
Ward Committees Training	2 Ward Committee trainings conducted by end of 30 June 2023	3	Overachieved
Ward Committees Quarterly Meeting	4 Ward Committee meetings held by end of 30June 2023	11 (Ward Committee meetings were held on 4 April and 6 June 2023)	Overachieved
Media Slots	10 Media slots conducted by end of 30June 2023	24	Overachieved
Monitoring performance of effective enterprise risk management	4 Risk registers updated by end of 30June 2023	1	Achieved
Review performance of effective enterprise risk management	4 Ethics/Risk Committee meetings held by end of 30 June 2023	1	Achieved
Risk Management	1 Annual Risk assessment conducted by end of 30 June 2023	1 Annual Risk assessment conducted	Achieved
Sports Development/Recreation programs	20 Sports development programs hosted by end of 30 June 2023	23	Overachieved
Disability Games (Local, District, Provincial and National)	2 Disability Games hosted by end of 31 December 2022	2	Achieved

SALGA Games (Local/District and Provincial)	2 SALGA Games hosted by end of 31 December 2022	4	Overachieved
Mayoral Sports Development Cup Tournament	1 Mayoral Sports Development Cup Tournament hosted by end of 31 March 2023	1	Achieved
Sports and Recreation Capacity Building Workshops	1 Capacity Building Workshops held by end of 31 December 2022	1	Achieved
Ndwedwe Rural Horse Racing	1 Ndwedwe Rural Horse Racing hosted by end of 31 March 2023	1	Achieved
Examination Prayer	1 Examination Prayer hosted by end of 30 November 2022	1	Achieved
Youth Development	12 Youth development programs hosted by end of 30 June 2023	15	Overachieved
Young Local Artists Support Workshop	1 Young Local Artists Support workshop held by end of 31 March 2023	1	Achieved
Youth Council meeting	4 Youth Council meetings held by end of 30 June 2023	1	1
Drafting of Service Level Agreements (SLA's)	20 SLAs drafted by 30 June 2023	92	Overachieved

CHALLENGES AND MEASURES TAKEN TO IMPROVE

CHALLENGES	MEASURES TAKEN TO IMPROVE PERFORMANCE
REF MM 14-2022/2023 The draft Strategy has been developed however it has not been workshopped with Councillors due to non-availability dates.	The draft Strategy will be workshopped at the Policy Workshop on 26 and 27 July 2023.
REF MM 19-2022/2023 The Reviewed Risk Management Framework and Policy has not been workshopped with Councillors due to non-availability dates for Policy Workshop.	The Reviewed Risk Management Framework and Policy will be workshopped at the Policy Workshop on 26 and 27 July 2023.
REF MM 20-2022/2023 The Reviewed Anti-Fraud and Corruption Strategy has not been workshopped with Councillors due to non-availability dates for Policy Workshop.	The Reviewed Anti-Fraud and Corruption Strategy will be workshopped at the Policy Workshop on 26 and 27 July 2023.

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.

2021/2022

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Community and Social Services	**27**	**25**	**2**	**92%**

2022/2023

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

Community and Social Development Services	**27**	**27**	**0**	**100%**

The Figure below illustrates the performance of the KPA 6.

FIGURE 6: PERFORMANCE OF KPA 6

PERFORMANCE HIGHLIGHTS

KEY PERFORMANCE AREA (KPA)	ANNUAL TARGET 2022/2023	ANNUAL ACTUAL 2022/2023	ACHIEVED/ NOT ACHIEVED
Municipal Waste collections	300 Refuse collections done by end of 30 June 2023	300	Achieved
Buy Back Structure (Phase one) Appointment of Service provider, Site establishment and fencing.	Appointment of Service provider, Site establishment and fencing Site establishment and fencing to be completed by end of 30 June 2023	Appointment of Service provider, Site establishment and fencing Site establishment and fencing completed	Achieved
Procurement of Library Books	50 Books purchased by end of 30 June 2023	50	Achieved
Gender programmes for Men and women conducted by deadline	2 Gender programmes held by end of 31 December 2022	4	Overachieved
Women's Caucus	2 Women's Caucus Commemoration Dialogue held by end of 30 June 2023	2	Achieved
Gender programmes for women conducted by deadline	1 Women's Parliament programmes to be held by end of 30 September 2022	2	Overachieved
Disability programmes	3 Disability programmes held by 30 June 2023	4	Overachieved

Dress a child uniform campaign	30 Beneficiaries per ward to be assisted with School wear by end of 31 March 2023	40 Campaigns held at schools	Achieved
Orphans and Farm Workers programmes	1 of Orphans and Farm workers programmes held by end of 31 March 2023	1 (Orphans and Farm workers program was held on 21 March 2023)	Achieved
Christmas programmes for Senior Citizens	1 Christmas programmes for Senior Citizens held by end 31 December 2022	1	Achieved
Moral Regeneration event	2 Moral Regeneration event held by end of 30 June 2023	2	Achieved
Civil Society Forum	4 Civil Society Forums held by end of 30 June 2023	4	Achieved
Women's Program	Women's Program was held.	1	Achieved
Ndwedwe HIV/Aids Day event	2 HIV/Aids Day event held by end of 31 March 2023	2	Achieved
16 Days of Activism	2 16 Days of Activism programmes held by end of 31 December 2022	2	Achieved
Umkhosi Wesintu	1 Umkhosi Wesintu events held by end of 31 December 2022	1	Achieved
Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations	1 Umkhosi Womhlanga Ndwedwe Reed Dance Celebrations event held by end of 30 September 2022	1	Achieved
Child Protection programmes	1 Child Protection programmes held by end of 31 May 2023	1(Child Protection programmes was held on 6 June 2023)	Achieved
Mandela Day programmes	1 Mandela Day programmes held by end of 31 July 2022	3	Overachieved
Training and Development for Women	1 Training and Development for Women held by end of 31 March 2023	1	Achieved
Operation Sukuma Sakhe (OSS) local task team meetings	4 OSS meetings held by end of 30 June 2023	5	Overachieved
Operation MBO	2 Operation MBO meetings held by end of 30 June 2023	2	Achieved
Disaster and Waste Awareness Campaigns	8 Disaster and Waste Community awareness campaigns held by end of 30 June 2023	24	Overachieved
District Disaster Management Advisory Forums	4 Disaster Management Advisory meetings held by end of 30 June 2023	4	Achieved
Disaster Management Emergency Relief	12 Monthly reports submitted to the Provincial disaster management centre by end of 30 June 2023	12	Achieved
Construction of Disaster Management Centre	100% of Land preparation and fencing to be completed by end of 30 June 2023	100% of Land preparation and fencing was completed	Achieved
Renovations of Bhamshela Thusong Centre	100% of Renovations (Building of ablution toilets, roofing, building of the security house, painting, and tiling of all the offices and parking) of Bhamshela Thusong Centre to be completed end of 30 June 2023	100% of Renovations (Building of ablution toilets, roofing, building of the security house, painting, and tiling of all the offices and parking) of Bhamshela Thusong Centre was completed	Achieved
Monitoring performance of effective enterprise risk management	4 Progress Reports on Risk Management by end of 30 June 2023	4	Achieved

KEY AREAS TO NOTE

IMPROVING PERFORMANCE

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

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

DETERIORATING PERFORMANCE

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

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

ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER

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

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

PERFORMANCE WEIGHTING		
1	POOR	Performance did not meet most contractual requirements and contains serious problem(s) for which correction actions were ineffective.

2	SATISFACTORY	Performance did not meet some contractual requirements, contractors actions appear only marginally effective or were not fully implemented.
3	GOOD	Contractual performance of contractor contains some minor problems for which corrective action taken by the contractor appear or were satisfactory
4	VERY GOOD	Performs meets contractual requirements some minor problems for which corrective action taken by the contractor were effective
5	EXCELLENT	Performance meets contractual requirements with few minor problems for which corrective actions by contractor were highly effective.

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

Assessment Key	
Good (G)	***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***

Ref Vote Number:	Name of external Service Provider	Date Contract Awarded	IDP Ref No.	Service provided in terms of the SLA	Value of project ®	Financial Year 2022/2023		Assessment of Service Providers Performance		
						Target	Actual	G	S	P
C0039-11/IA01952/F0791/X116/R3704/001/TECH	SIQU GROUP Cc	13 APRIL 2022	TS 01	Mdloti Bridge Ward 17	R 13 962 189.87	100% Construction of Mdloti bridge (Concrete for structure, Roads gabions and stone pitching) completed by end of 30 June 2023	Achieved	G		
C0230-18/IA00032/F0791/X099/R3698/001/TECH	P4S TRADING	01 JUNE 2022	TS 02	Isibonelo Community Creche Ward 11	R 6 624 242.36	100% Construction of Isibonelo Community Development Creche (Plastering, Plumbing works, Electrical works, Paving and Fencing) completed by end of 30 June 2023	Achieved	G		

C0040-52/IA01952/F0791/X099/R3710/001/TECH	Magubane plant and Contractors	05 MAY 2022	TS 03	Mahlabathini Access Road Ward 05	R 4 994 717.93	3km Construction works of Mahlabathini Access Road (Road layer works, base, drainage system) in Ward 05 to be completed by end of 31 March 2023	Achieved	**G**		
C0040-53/IA01952/F0002/X099/R3702/001/TECH	Zingezethu trading and projects Cc	22 JUNE 2022	TS 04	Court Access Road Ward 15	R 5 000 000.00	2,5km Construction works of Court Access Road (Road formation, base, black top asphalt, drainage system) in Ward 15 to be completed by end of 30 June 2023	Achieved	**G**		
C0039-12/IA01952/F0791/X099/R3714/001/TECH	The project was not implemented due to limited funding	Not applicable	TS 05	Nembeni Causeway Bridge Ward 09	R 548 268.89	Project MIG Approval & appointment of contractor to completed by end of 30 December 2022	N/A			
C0006-4/IA06282/F0002/X116/R0106/001/TECH	One UP Electro - Lights		TS 06	Refurbishment KwaDeda sports field Public Toilets & Fencing Ward 5	R 400 000.00	100% Refurbishment of KwaDeda sports field lights and fencing in Ward 05 to be completed by end of 30 June 2023	Achieved	**G**		
C0271-5/IA00032/F0002/X116/R3707/001/TECH	QUIT STORM	08 DECEMBER 2022	TS 07	Rehabilitation of water and sewer supply to Bhamshela Thusong Centre in Ward 02	R 1 000 000.00	100% Rehabilitation water/sewer (Septic tanks, pipe laying & meter connection) in Bhamshela Thusong Centre & Ndwedwe Central Offices to be completed by end of 30 June 2023	Achieved	**G**		
C0241-5/IA01952/F0002/X099/R0105/001/TECH	SIQU GROUP	23 JUNE 2022	TS 08	Ndwedwe Testing Station	R 17 000 000.00	100% Construction of Ndwedwe Testing Station (Painting, plumbing works, electrical works) to be completed by end of 30 June 2023	Achieved	**G**		
C0322-1/IA00032/F0002/X116/R3707/001/TECH	ALL STEEL FENCING (PTY)	31 May 2023	TS 09	Re-construction of Dalibho Library Clear-Vu Fence Ward 2	R 500 000.00	100% Supply and installation of Clear-Vu fencing for Dalibho Library to be completed by 30 June 2023	Achieved	**G**		
D0001/IL07029/F0786/X099/R0106/00/TECH	Capital Power	13 June 2022	TS 10	INEP Electrification Ward 02, 09, 10 & 13	R 10 000 000.00	100% Construction of Electrification for preparations for household connections to be energised by	Achieved	**G**		

						ESKOM by end of 30 June 2023				
C0271-4/IA00032/F0002/X116/R3707/001/TECH	ALL STEEL FENCING	31 May 2023	TS 11	Bhamshela Thusong Centre Clear-Vu Fence	R 600 000.00	100% Supply and installation of Clear-Vu fencing for Bhamshela Thusong Centre to be completed 30 June 2023	Achieved	**G**		
C0321-2/IA00032/F0002/X116/R3702/001/TECH	Zingezethu Trading		TS 12	Rehabilitation of Water supply at Johny Makhathini Civic Hall & Ndwedwe Library Ward 15	R 400 000.00	100% Rehabilitation of water supply at of Johny Makhathini Hall and Ndwedwe library Ward 15 to be completed by end of 30 June 2023	Achieved	**G**		
O0001/IE00036/F1169/X137/R0105/001/TECH	Not applicable	1 July 2022	TS 13	EPWP - Waste management	R 2 277 000.00	80 EPWP work opportunities created by end of 30 September 2022	N/A	**G**		
Not applicable	Not applicable	Not apllicable	TS 14	Capital expenditure monitoring	33 627 000.00	100% Capital expenditure spent completed by end of 30 June 2023	Achieved	**G**		
C0276-6/IA00032/F0002/X116/R3708/001/TECH	Vitani Trading		TS 15	Glendale Hall Refurbishment Ward 3	R 200 000.00	100% Refurbishment of Glendale hall to be completed by end of 30 June 2023	Not achieved Contractor was terminated due to poor performance			**P**
C0276-7/IA00032/F0002/X116/R3709/001/TECH	ZABELOZEZWE	06 DECEMBER 2022	TS 16	Ezimpangeleni Hall Refurbishment Ward 4	R 50 000.00	100% Refurbishment of Ezimpangeleni hall to be completed by end of 30 June 2023	Achieved	**G**		
C0276-11/IA00032/F0002/X116/R3701/001/TECH	4SN GROUP	24 MAY 2023	TS 17	Pentacoste Hall Refurbishment Ward 14	R 200 000.00	100% Refurbishment of Pentacoste hall to be completed by end of 30 June 2023	Achieved	**G**		
C0276-12/IA00032/F0002/X116/R3706/001/TECH	MASOGWEBA TRADING	06 DECEMBER 2022	TS 18	Mayelisweni Hall Refurbishment Ward 19	R 200 000.00	100% Refurbishment of Mayelisweni hall to be completed by end of 30 June 2023	Achieved	**G**		
C0322-2/IA00032/F0002/X116/R3707/001/TECH	HLUBIELIHLE AND FAMILY CO-OPERATIVE	16 JANUARY 2023	TS 19	Upgrade of Water Supply of Dalibho Library	R 80 000.00	100% Upgrade of Water supply of Dalibho library to be completed by end of 30 June 2023	Achieved	**G**		
C0318-3/IA00032/F0002/X116/R3711/001/TECH	DISO PROJECTS	19 DECEMBER 2022	TS 20	Electrification, Tubing & Fencing of Siyazakha Creche in Ward 6	R 200 000.00	100% Electrification, tubing & fencing of Siyazakha creche completed by end of 30 June 2023	Achieved	**G**		
C0321-5/IA00032/F0002/X116/R3707/001/TECH	MASOGWEBA TRADING AND INVESTMENTS	11 JANUARY 2023	TS 21	Renovations & Fencing of Wewe Communit	R 150 000.00	100% Renovations & fencing of Wewe community hall completed by end of 30 June 2023	Achieved	**G**		

				y Hall Ward 2						
	ZINGEZETHU TRADING AND PROJECTS 44	30 June 2023	TS 22	Chibini Gravel Access Road Ward 04	R 7 987 015.41	5km Construction works of Chibini Access Road (Road layer works, base, drainage system) to be completed by end of 30 June 2023	Achieved	**G**		
D0001/IL093089/F09778/X099/R0106/001/TECH	Capital power	19 November 2022	TS 23	COGTA Electrification Ward 02, 07, 09, 10	R 5 000 000.00	100% Construction of Electrification - (Pole plantation, Installation of electricity reticulation networks infrastructure) for preparations for household connections to be energised by ESKOM) to be completed by end of 30 June 2023	Achieved	**G**		
C0261-9/IA00092/F0002/X099/R0105/001/TECH	LIBEKO	28 APRIL 2023	TS 24	Ndwedwe Municipal Offices Phase 2	R 2 982 354.00	Appointment of Contractor and Site Establishment to be completed by end of 30 June 2023	Achieved	**G**		
	SIQU Group	29 May 2023	TS 25	Construction of Mdloti Gravel Access Road Ward 17	R 6 301 495.07	3km Construction works of Mdloti Access Road (Road layer works, base, drainage system) to be completed by end of 30 June 2023	Not achieved. 2.1 km which is 70% achieved of the Project scope completed not 100%.	**G**		

CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL WORKFORCE

INTRODUCTION TO THE MUNICIPAL WORKFORCE PERSONNEL

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. On the 28 December 2023 the municipality was able to successfully appoint the Municipal Manager, Mr S.D.G Khuzwayo financial year 2022/2023.

The reviewed staff establishment of the Municipality was adopted and approved on 30 May 2023. 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., 2022-2027*.

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

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

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

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

Ndwedwe local municipality has a total number of 130 employees however 30 is contractually employed and 100 permanently employed.

TABLE 51: NUMBER OF EMPLOYEES PER DEPARTMENT

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

HUMAN RESOURCE ACHIEVEMENTS

Prior to the inception of the 2016 elected Council, the municipality management committee had less than 10 members in its extended management committee. To date, the extended management committee has more than 20 members in its sitting. The greatest achievement is that the Department has appointed 4 senior managers and 14 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 S.D.G Khuzwayo	The Municipal Manager
2.	Ms P.P Mbonambi	Director Community and Social Services
3.	Mr D. Mzolo	Director Technical & Infrastructure Services
4.	Ms Z. Khuluse	Acting Director Economic Development & Planning / Manager LED
5.	Mr S. Gwamanda	Manager Social Cohesion
6.	Ms V.L. Naidoo	Manager IDP & PMS
7.	Mr V Malusi	Manager Mayoralty & Support
8.	Mr T. Mlaba	Manager Risk Management
9.	Ms K. Mapipa	Manager Legal Services
10.	Mr MG Mkhwanazi	Manager Youth Development
11.	Mr S. Ngidi	Manager Budgeting & Reporting
12.	Mr S. Mthembu	Manager IT
13.	Ms NP Nkabinde	Manager Supply Chain Management
14.	Ms B. Zulu	Manager: Internal Audit
15.	Mr PV Ngiba	Manager Disaster Management
16.	Ms G. Mthembu	Manager

TABLE 52: NDWEDWE APPOINTEES FROM 2016 TO CURRENT

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

SUMMARY NO. OF EMPLOYEES/STAFF FOR THE FINANCIAL YEAR 2022/2023

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

TABLE 53: STAFF COMPLEMENT

The Organogram is to a large extent taken into account the need for the proper re-engineering of the institution so that the municipality is orientated towards meeting its

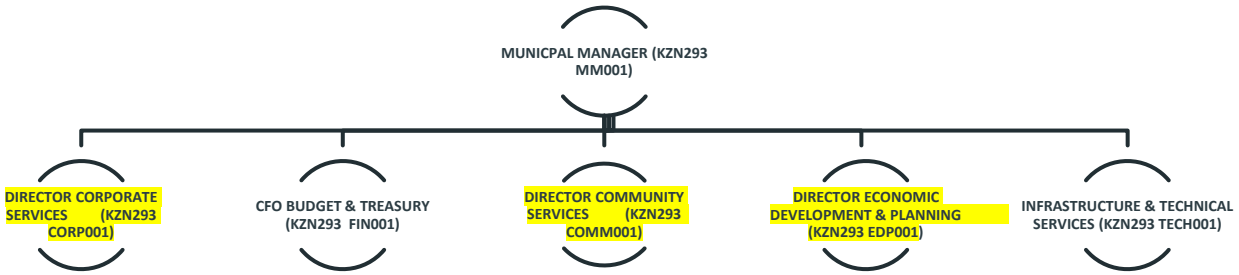
strategic directives. 78% of the vacant posts have been filled. The Municipality has staff compliments of 130. It is always the Council's vision that the Organogram should always be aligned to its strategic directives. This approach ensures that the municipality, through the filling of strategic posts, is able to deliver on its strategic objectives.

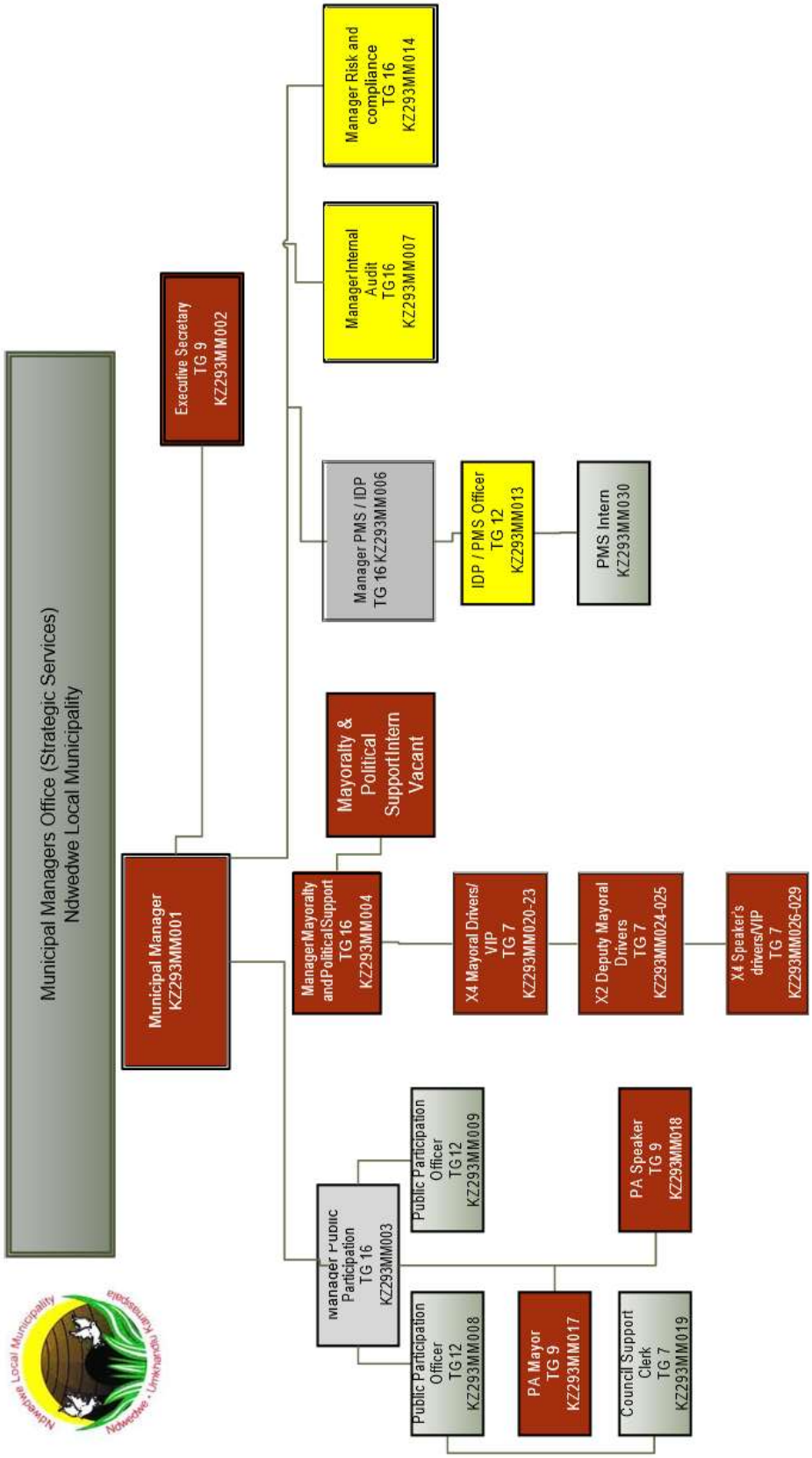
The Organogram below shows the structures of different departments within the Municipality. The number of filled posts, posts budgeted for, those not currently budgeted for as well as the contract post has been indicated.

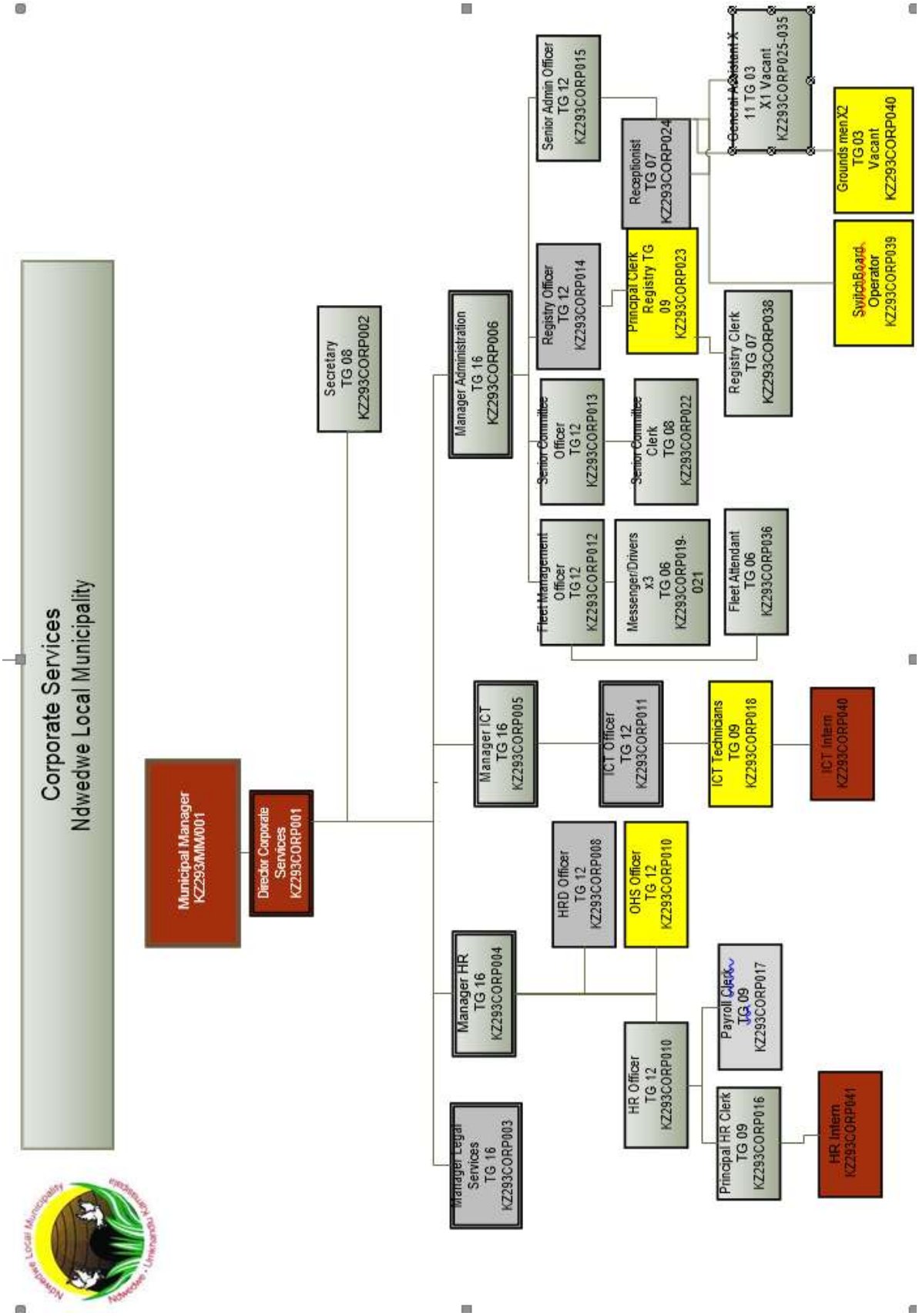
LEGEND

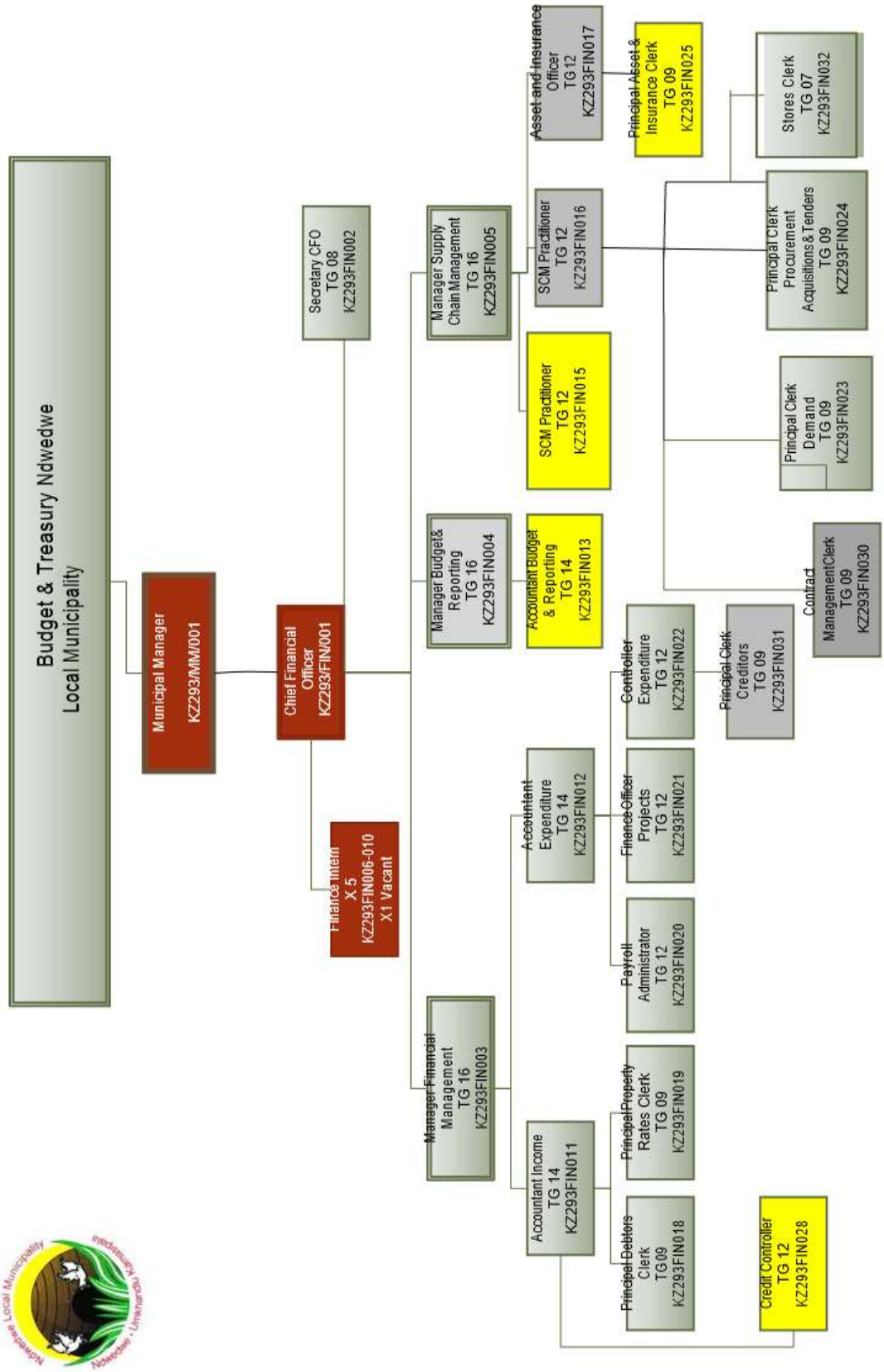
FILLED	BUDEGETED/VACANT	NOT BUDGETED	CONTRACT

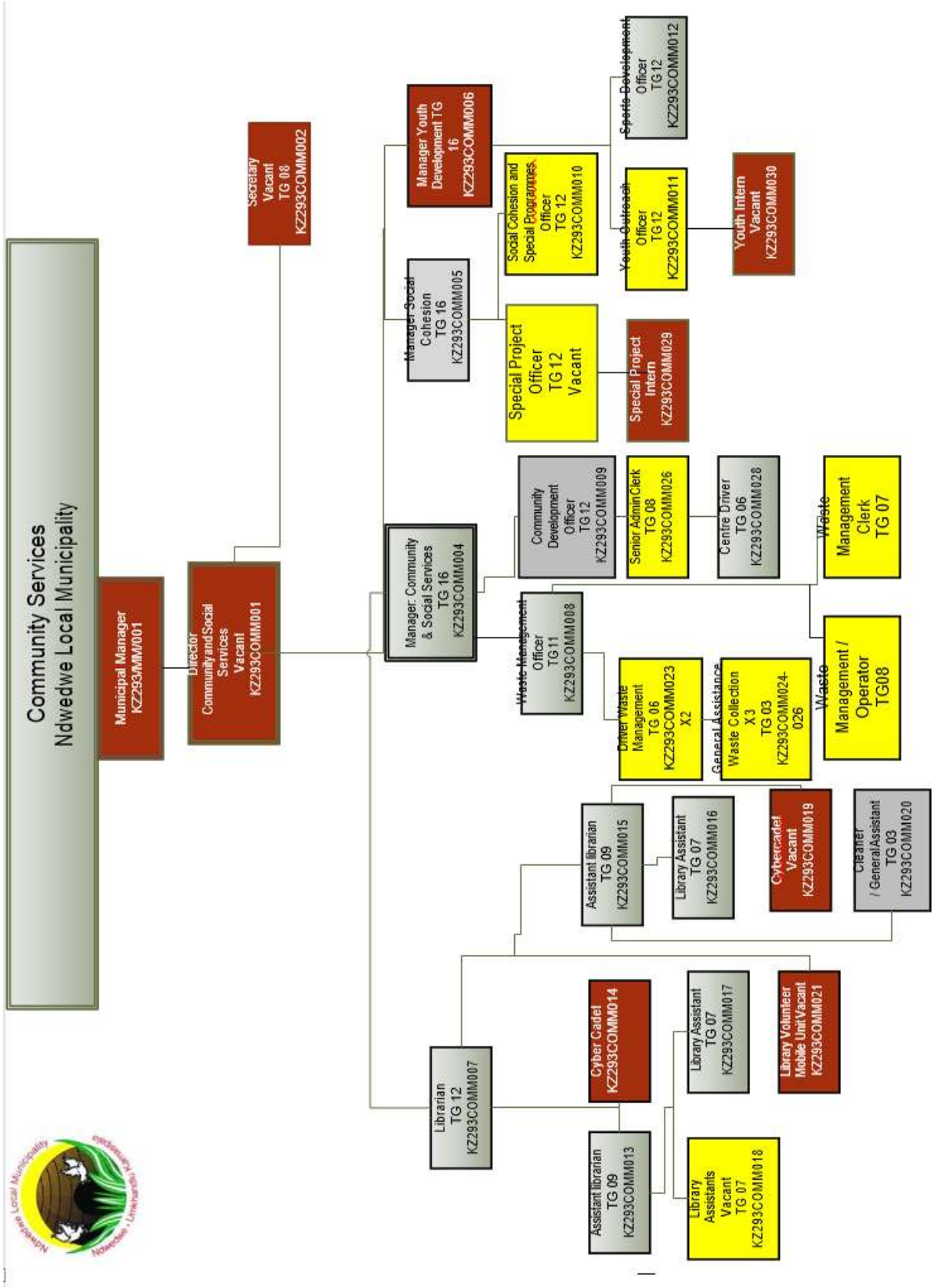
Ndwedwe Municipality Top Management Organisational Structure (KZN 293)

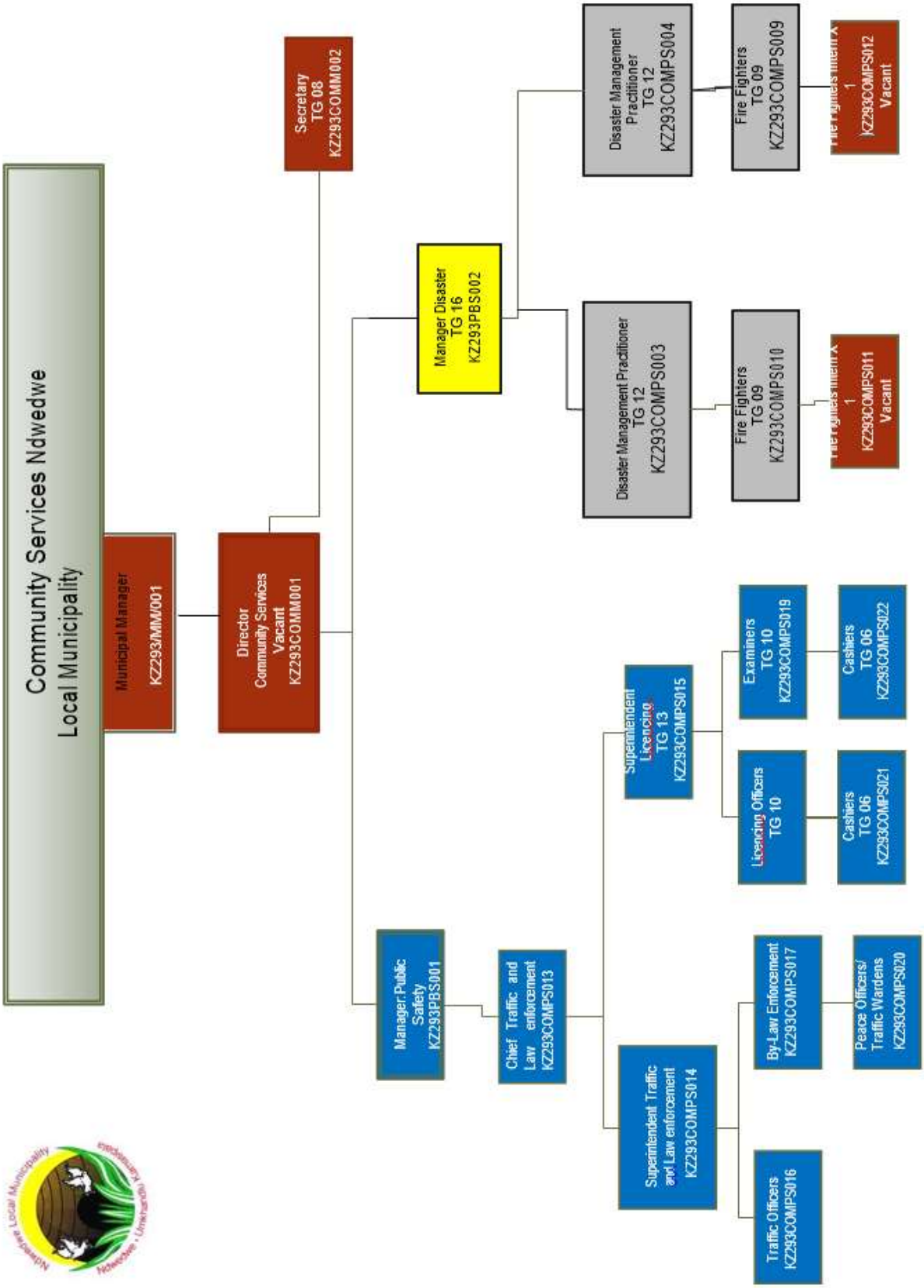


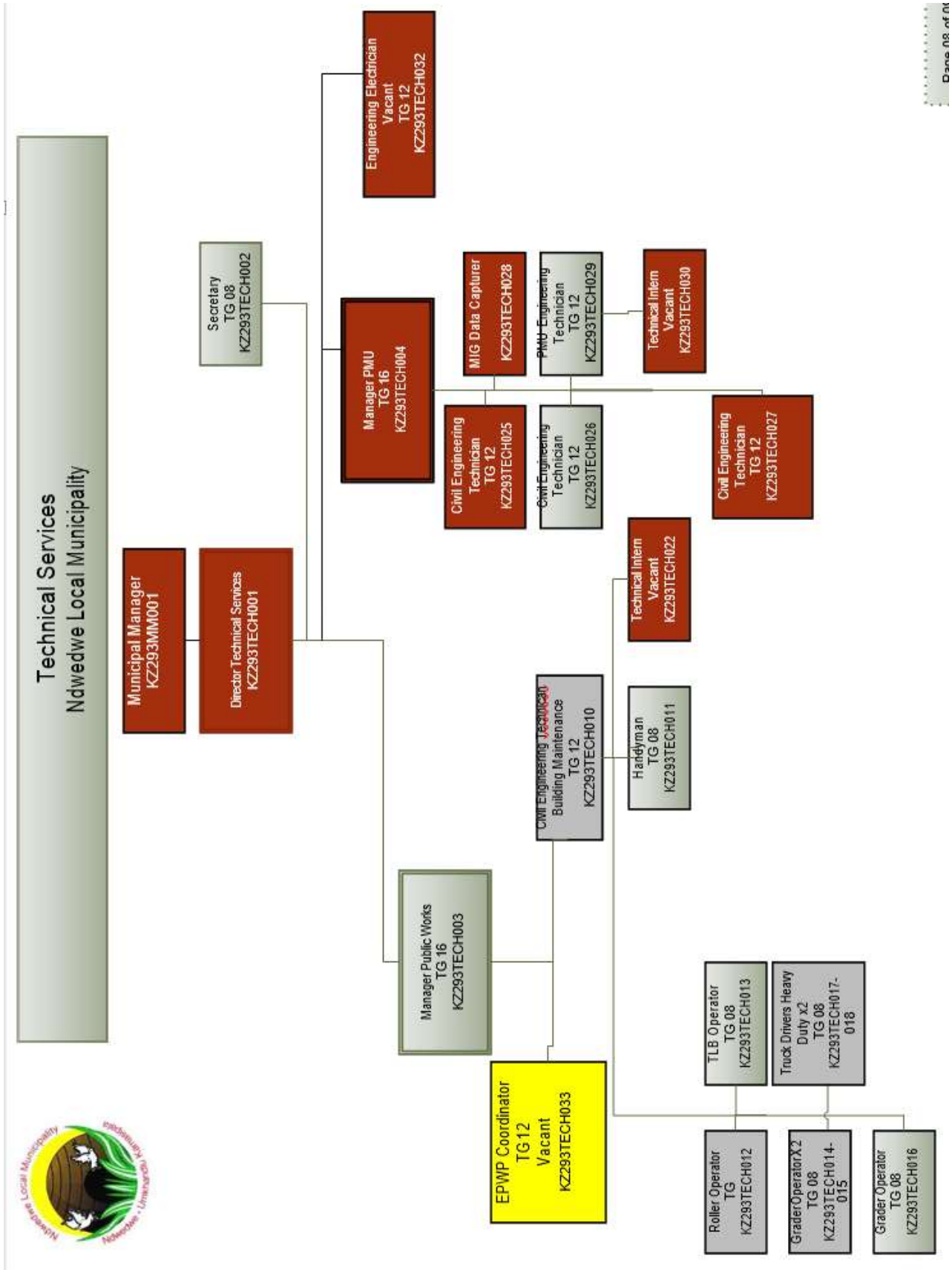

Municipal Managers Office (Strategic Services)
Ndwedwe Local Municipality
Executive Secretary
TG 9
KZ293MM002
Municipal Manager
KZ293MM001
Manager Risk and compliance
TG 16
KZ293MM014
Manager Internal Audit
TG 16
KZ293MM007
Manager PMS / IDP
TG 16 KZ293MM006
IDP / PMS Officer
TG 12
KZ293MM013
PMS Intern
KZ293MM030
Mayoralty & Political Support Intern
Vacant
Manager Mayoralty and Political 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

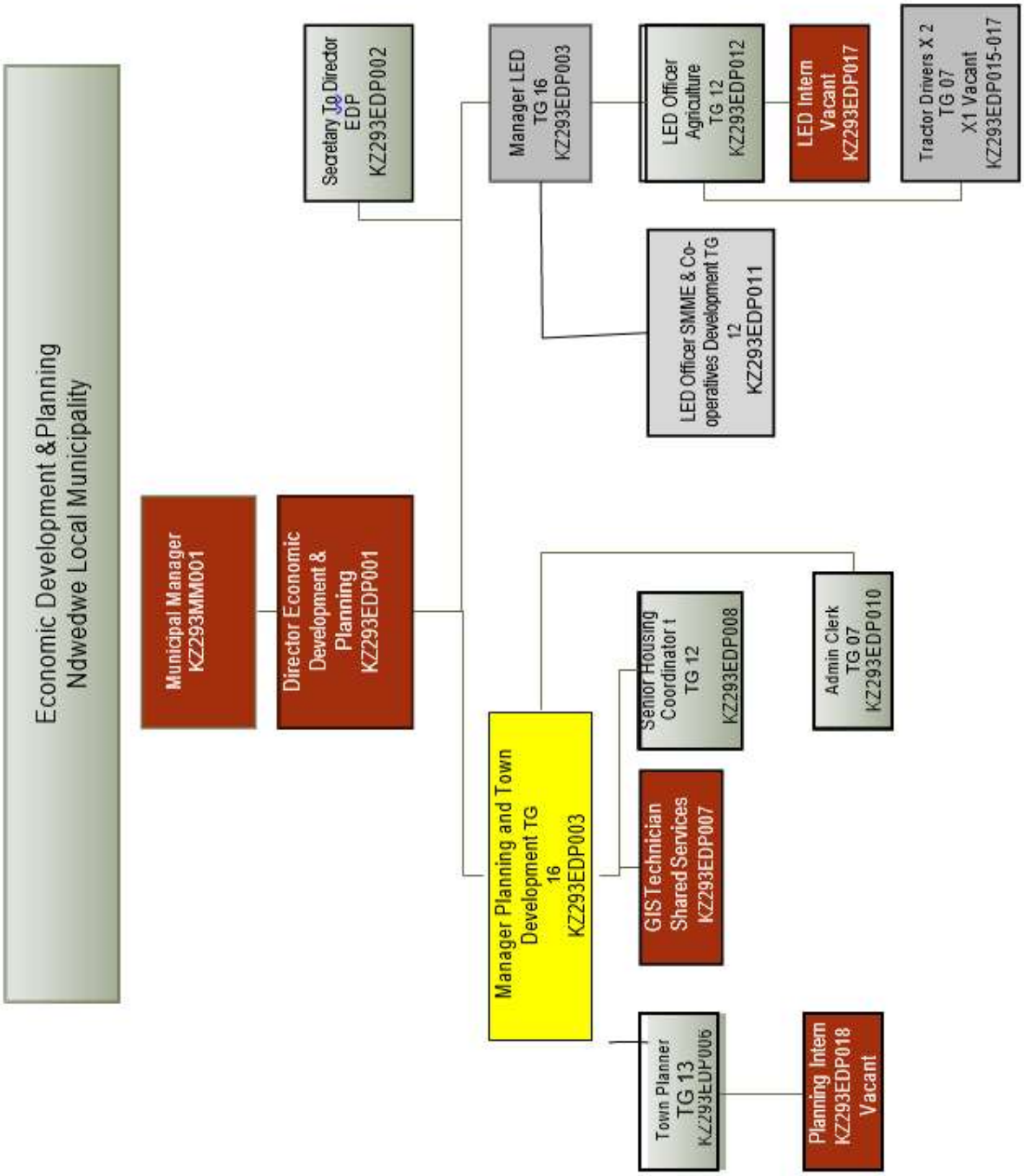

Corporate Services
Ndwedwe Local Municipality
Municipal Manager KZ293MM001
Director Corporate Services KZ293CORP001
Secretary TG 08 KZ293CORP002
Manager Administration TG 16 KZ293CORP006
Senior Admin Officer TG 12 KZ293CORP015
Registry Officer TG 12 KZ293CORP014
Senior Committee Officer TG 12 KZ293CORP013
Fleet Management Officer TG 12 KZ293CORP012
Receptionist TG 07 KZ293CORP024
Principal Clerk Registry TG 09 KZ293CORP023
Senior Committee Clerk TG 08 KZ293CORP022
Messenger/Drivers x3 TG 06 KZ293CORP019-021
General Assistant X 11 TG 03 X1 Vacant KZ293CORP025-035
Registry Clerk TG 07 KZ293CORP038
Fleet Attendant TG 06 KZ293CORP036
Grounds men X2 TG 03 Vacant KZ293CORP040
SwitchBoard Operator KZ293CORP039
Manager ICT TG 16 KZ293CORP005
ICT Officer TG 12 KZ293CORP011
ICT Technicians TG 09 KZ293CORP018
ICT Intern KZ293CORP040
Manager HR TG 16 KZ293CORP004
HRD Officer TG 12 KZ293CORP008
OHS Officer TG 12 KZ293CORP010
HR Officer TG 12 KZ293CORP010
Payroll Clerk TG 09 KZ293CORP017
Principal HR Clerk TG 09 KZ293CORP016
HR Intern KZ293CORP041
Manager Legal Services TG 16 KZ293CORP003


Budget & Treasury Ndwedwe
Local Municipality
Municipal Manager
KZ293/MM/001
Chief Financial Officer
KZ293/FIN/001
Finance Intern
X 5
KZ293FIN006-010
X1 Vacant
Secretary CFO
TG 08
KZ293FIN002
Manager Financial Management
TG 16
KZ293FIN003
Manager Budget& Reporting
TG 16
KZ293FIN004
Manager Supply Chain Management
TG 16
KZ293FIN005
Accountant Income
TG 14
KZ293FIN011
Accountant Expenditure
TG 14
KZ293FIN012
Accountant Budget & Reporting
TG 14
KZ293FIN013
SCM Practitioner
TG 12
KZ293FIN015
SCM Practitioner
TG 12
KZ293FIN016
Asset and Insurance Officer
TG 12
KZ293FIN017
Principal Debtors Clerk
TG09
KZ293FIN018
Principal Property Rates Clerk
TG 09
KZ293FIN019
Payroll Administrator
TG 12
KZ293FIN020
Finance Officer Projects
TG 12
KZ293FIN021
Controller Expenditure
TG 12
KZ293FIN022
Principal Clerk Creditors
TG 09
KZ293FIN031
Credit Controller
TG 12
KZ293FIN028
Principal Asset & Insurance Clerk
TG 09
KZ293FIN025
Principal Clerk Demand
TG 09
KZ293FIN023
Principal Clerk Procurement Acquisitions&Tenders
TG 09
KZ293FIN024
Contact ManagementClerk
TG 09
KZ293FIN030
Stores Clerk
TG 07
KZ293FIN032


Community Services
Ndwedwe Local Municipality
Municipal Manager
KZ293MM001
Director
Community and Social
Services
Vacant
KZ293COMM001
Secretary
Vacant
TG 08
KZ293COMM002
Manager: Community
& Social Services
TG 16
KZ293COMM004
Manager Social
Cohesion
TG 16
KZ293COMM005
Manager Youth
Development TG
16
KZ293COMM006
Waste Management
Officer
TG 11
KZ293COMM008
Community
Development
Officer
TG 12
KZ293COMM009
Social Cohesion and
Special Programmes
Officer
TG 12
KZ293COMM010
Special Project
Officer
TG 12
Vacant
Youth Outreach
Officer
TG 12
KZ293COMM011
Sports Development
Officer
TG 12
KZ293COMM012
Special Project
Intern
KZ293COMM029
Youth Intern
Vacant
KZ293COMM030
Senior Admin Clerk
TG 08
KZ293COMM026
Centre Driver
TG 06
KZ293COMM028
Waste
Management
Clerk
TG 07
Driver Waste
Management
TG 06
KZ293COMM023
X2
General Assistance
Waste Collection
X3
TG 03
KZ293COMM024-
026
Waste
Management /
Operator
TG08
Librarian
TG 12
KZ293COMM007
Assistant librarian
TG 09
KZ293COMM015
Library Assistant
TG 07
KZ293COMM016
Cybercadet
Vacant
KZ293COMM019
Cleaner
/ General Assistant
TG 03
KZ293COMM020
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
Disaster Management Practitioner
TG 12
KZ293COMPS003
Fire Fighters
TG 09
KZ293COMPS009
Fire Fighters
TG 09
KZ293COMPS010
Fire Fighters
1
KZ293COMPS012
Vacant
Fire Fighters
1
KZ293COMPS011
Vacant
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
Manager PMU
TG 16
KZ293TECH004
Engineering Electrician
Vacant
TG 12
KZ293TECH032
MIG Data Capturer
KZ293TECH028
PMU Engineering
Technician
TG 12
KZ293TECH029
Technical Intern
Vacant
KZ293TECH030
Civil Engineering
Technician
TG 12
KZ293TECH025
Civil Engineering
Technician
TG 12
KZ293TECH026
Civil Engineering
Technician
TG 12
KZ293TECH027
Manager Public Works
TG 16
KZ293TECH003
Civil Engineering Technician
Building Maintenance
TG 12
KZ293TECH010
Technical Intern
Vacant
KZ293TECH022
Handyman
TG 08
KZ293TECH011
EPWP Coordinator
TG 12
Vacant
KZ293TECH033
TLB Operator
TG 08
KZ293TECH013
Truck Drivers Heavy
Duty x2
TG 08
KZ293TECH017-
018
Roller Operator
TG
KZ293TECH012
GraderOperatorX2
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

MANAGING THE MUNICIPAL WORKFORCE

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

✓ WORKFORCE LEVELS

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

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

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

- **Director Economic Development and Planning: The Director EDP position is vacant, the post will be filled on 2nd quarter of the new financial year. T**his 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 Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of the Manager: LED post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development and Housing Sector Plan.

    - Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such as Nhlangakazi tourism project and Kwaoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuluseni Project); the municipality is currently building agri-processing Manufactories closer to the Ndwedwe town centre. Studies regarding the development of nodal areas are currently being conducted; there are housing projects that are currently being implemented and some are being packaged as per the Housing Sector Plan.

- **Director Financial Services (CFO): The CFO position is vacant, the post will be filled on 1 July 2023.** This directorate is responsible for financial management and viability of the municipality. Since the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; develop Indigent register, attend to issues of financial control; take measure steps to address the concerns that have been raised by the Auditor-General, including those that would be raised by the Audit Committee from time to time when performing its functions.

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

- **Director: Community Services:** the incumbent is responsible for Good governance public participation. Its core functions are Traffic and Motor Licensing, Waste Collection, Cemeteries, Parks and Recreation, Libraries, Sport and Disaster Management. In the execution of the duties has been carried out by Director: Community and Social Services, Manager: Community Services and Manager: Social Cohesion.

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

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

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

• HUMAN RESOURCE POLICIES AND PLANS

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

	Name of Policy	Completed	Reviewed
1.	SCM Policy	100%	Yes
2.	Indigent Policy	100%	Yes

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

TABLE 54: 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
- Genera; Usage and Controls of ICT Services
- ICT Risk Management

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

• CAPACITATING MUNICIPAL WORKFORCE

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

• SKILLS DEVELOPMENT AND TRAINING

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

➢ Workplace Skills Plan

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

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

OHS Training	7	
Fire Fighter Training	7	
Refresher Course for Operators	12	

SKILLS MATRIX						
Management	Gender	Employees in post as at 30 June 2022	Learnerships	Skills programme and other short courses	Others of training	Total
MM and S57	Female	1				1
	Male	5		2		5
Councillors, senior officials and managers	Female	18		4		18
	Male	36				35
Technicians and associate professionals	Female	3		3		3
	Male	5		3		5
				5		
Professionals	Female	14		4		14
	Male	16				15
Sub total		96				96

- ## SKILLS DEVELOPMENT AND EXPENDITURE

The skills planning is central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. During 2022/2023 financial year, the Municipality conducted skills audit and identified what skills were required and developed strategies, tasks and schedules in ensuring that the Municipality build those skills in order to deliver on our Integrated Development Plan objectives. A total of 97 beneficiaries including 37 Councillors and 60 officials have benefited.

TABLE 55: SKILLS PROGRAMME

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

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

• MANAGING THE WORKFORCE EXPENDITURE

Section 66 of the Local Government Municipal Financial Management Act 56 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.

• EMPLOYEE EXPENDITURE PER DEPARTMENT

The following is the employee expenditure for Ndwedwe Municipality.

TABLE 56: EMPLOYEE EXPENDITURE

DESCRIPTION	FINANCE	MUNICIPAL MANAGER	CORPORATE SERVICES	COMMUNITY SERVICES	EDP	TECHNICAL SERVICES	TOTAL
Basic Salary	8 637 905.40	7 531 257.74	9 551 381.94	4 846 343.37	3 950 346.18	5 769 637.8	**40 286 872.50**
Basic Salary Section 57	254 707.20	347 763.96		611 297.28	293 643.81	553 380.68	**2 060 792.93**
EPWP Salary						3 689 993.25	**3 689 993.25**
Basic Salary FMG Interns	498 274.62						**498 274.62**
Basic Salary Library Grant				1 737 582.21			**1 737 582.21**
Bonus	795 993.24	287 417.20	665 518.82	384 244.15	280 171.75	296 873.05	**2 710 218.21**
Bonus Library Grant				145 146.68			**145 146.68**
Bonus Section 57				-			**-**
Vehicle Allowances	342 768.10	599 328.45	325 206.34	278 983.44	78 873.24	253 505.44	**1 878 665.01**
Vehicle Allowances Section 57	84 902.40	124 088.10		203 765.76	101 882.88	213 172.91	**727 812.05**
Medical Aid	709 670.09	287 550.60	770 773.92	480 155.40	315 415.92	336 883.92	**2 900 449.85**
Library				161 421.60			**161 421.60**
Medical Aid Section 57		24 500.40		-	20 691.00	60 066.00	**105 257.40**
Pension Fund and Provident fund	1 555 879.92	861 210.54	2 090 359.42	1 553 699.41	651 050.27	1 129 935.22	**7 842 134.78**
UIF	49 548.27	46 816.78	65 790.21	30 424.95	20 191.68	76 439.02	**289 210.91**

UIF Library				13 433.18			**13 433.18**
UIF Section 57	1 062.72	1 062.72		2 125.44	1 062.72	2 125.44	**7 439.04**
Housing Allowance	72 847.44	14 164.78	59 694.43	37 435.49	16 188.32	36 423.72	**236 754.18**
Leave Gratuity	720 056.00						**720 056.00**
Leave Pay	205 418.79	428 910.84	54 551.84	119 981.96		107 740.54	**916 603.97**
Retirement Annuity	601 702.38						**601 702.38**
Clothing Allowance		510 000.00					**510 000.00**
Available Allowance							**-**
Overtime	28 721.78	57 394.75	100 815.83	160 379.63	66 418.85	64 658.59	**478 389.43**
TOTAL	**14 559 458.35**	**11 121 466.86**	**13 684 092.75**	**10 766 419.95**	**5 795 936.62**	**12 590 835.65**	**68 518 210.18**

• EMPLOYEES AND COUNCILLORS' EXPENDITURE

TABLE 57: EMPLOYEE & COUNCILLORS EXPENDITURE

Remuneration (Employees and Councillors to total expenditure)	2021/2022	Projected Figures 2022/2023	Projected Figures 2023/2024	Projected Figures 2024/2025
Remuneration (Employees total expenditure)	78080000	93183000	94815000	99258000
Remuneration (Councillors to total expenditure)	78080000	93183000	94815000	99258000

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

TABLE 58: EMPLOYEE RELATED COST

Employee Related Cost	2021/2022	2022/2023	2023/2024	2024/2025
	63361000	77282000	78246000	81960000

TABLE 59: EMPLOYEE & COUNCILLORS EXPENDITURE

Remuneration both employees and councillors to total expenditure	2022	2021	2023
Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	**39%**	**35%**	**42.64%**

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

COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

• STATEMENTS OF FINANCIAL PERFORMANCE 2022/2023

Ndwedwe Local Municipality			
Annual Financial Statement for the year ended 30 June 2023			
Statement of Financial Performance			
Figures in Rand	**Notes**	**2023**	**2022**
Revenue			
Revenue from exchange transactions			
Service charges	17	579 998	515 478
Rental of facilities and equipment	18	682 124	699 664
Agency services	19	157 363	19 359
Licenses and permits	20	30 906	1 444
Other income	21	1 020 092	1 195 783
Interest received - investment	22	8 254 288	5 111 996
Decrease on leave accrued	23		273 986
Total revenue from exchange transactions		**10 724 771**	**7 817 710**
Revenue from non-exchange transactions			

Taxation revenue			
Property rates	24	18 533 200	18 645 850
Interest received (trading)	25	1 023 938	1 115 153
Transfer revenue			
Government grants & subsidies	26	231 620 523	213 046 503
Public contributions and donations			
Total revenue from non-exchange transactions		**251 177 661**	**232 807 506**
Total revenue		**261 902 432**	**240 625 216**
Expenditure			
Employees related cost	27	(68 443 197)	(63 361 001)
Remuneration of councillors	28	(15 558 951)	(13 878 599)
Depreciation and amortisation	29	(30 028 726)	(26 777 986)
Impairments loss	30	(9 991 227)	(7 526 886)
Debt Impairment	31	(399 002)	(1 022 961)
Lease rentals on operating lease	32	(1 290 786)	(1 183 221)
Bad debts written off	33		(6 733 144)
Contracted services	34	(58 566 768)	(49 470 640)
Transfers and Subsidies	35	(4 339 508)	(4 902 262)
Loss on disposal of assets and liabilities	36	(124 824)	(468 944)
Inventories losses/write-downs	37	(23 395)	
Increase in leave accrued	38	(75 012)	
General expenses	39	(41 361 109(	(33 376 428)
Total expenditure		**(230 202 505)**	**(208 702 172)**
Surplus for the period		**31 699 927**	**31 923 044**

TABLE 60: STATEMENT OF FINANCIAL PERFORMANCE

- GRANTS

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

- ASSET MANAGMENT

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

- FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

- CURRENT RATIO

Current Ratio
Current Asset / Current Liability

	3.58
Current Assets	94 340 537
Current Liabilities	26 328 709

- COST COVERAGE

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

Cost Coverage
((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))

	5 Month
Cash and cash equivalents	80 357 289
Unspent Conditional Grants	575
Overdraft	-
Short Term Investments	-
Total Annual Operational Expenditure	189 560 319

- DEBTORS COLLECTION RATE TO REVENUE

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

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

	69%
Add: Gross Debtors closing balance	22 121 104
Add: Billed Revenue	18 533 200
Less: Gross Debtors opening balance	27 791 523
Less: Bad debts written Off	-
Divided: Billed Revenue	18 533 200

- PROVISION FOR BAD DEBTS

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

	0%
Consumer Debtors Bad debts written off	-
Consumer Debtors Current bad debt Provision	399 002

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

	261 days
Gross debtors	13 652 903
Bad debts Provision	399 002
Billed Revenue	18 533 200

- CREDITOR SYSTEM EFFICIENCY

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

Creditors Payment Period
Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365

	3 days
Trade Creditors	1 284 778
Contracted Services	58 566 768
Repairs and Maintenance	6 506 015
General expenses	41 361 109
Bulk Purchases	
Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)*	79 717 128

- EMPLOYEE COSTS

The following is the employee expenditure for Ndwedwe Municipality.

TABLE 61: EMPLOYEE RELATED COST

Employee related costs		
	2023	**2022**
Basic	48 273 515.51	45 206 579.60
Bonus	2 855 364.89	2 865 074.31
Medical aid - company contributions	3 167 128.85	2 837 638.08
UIF	310 083.13	282 681.66
Retirement Annuity	601 702.38	593 200.62
Leave pays provision charge	916 603.97	1 096 701.13
Pension Funds	7 842 134.78	6 560 395.68
Overtime payments	478 389.43	
Long-service awards	720 056.00	589 495.59
Travel, Motor car and other allowances	2 606 477.06	2 604 312.06
Housing benefits and allowances	236 754.18	230 517.89

Uniform allowances	510 000.00	494 403.56
Total	**68 518 210.18**	**63 361 000.18**

- REPAIRS AND MAINTENANCE

TABLE 62: REPAIRS AND MAINTENANCE

Ndwedwe Local Municipality expenditure on repairs and maintenance				
	Budget year 2022/2023		Actual 2022/2023	
Description	**Original Budget**	**Adjustment Budget**	**Audited outcome**	**variance**
Maintenance of Furniture and Office Equipment	85 000	140 000	257 000	(117 000)
Maintenance of Buildings and Facilities	1 050 000	1 073 000	1 261 000	(188 000)
Maintenance of Other Assets	450 000	1 584 000	1 599 000	(15 000)
Maintenance of vehicles	1 880 000	2 630 000	2 702 000	(72 000)
Maintenance of Roads	750 000	500 000	687 000	(187 000)
Maintenance of Computer Equipment				
Total	**4 215 000**	**5 927 000**	**6 506 000**	**579 015**

COMPONENT B: CASH FLOW MANAGEMENT AND INVESTMENTS

• CAPITAL SPENDING ON 5 LARGEST PROJECTS

Ndwedwe Local Municipality Capital Expenditure on 5 Largest Project			
	2022/2023	Actual 2022/2023	
Description	**Budget**	**Audited outcome**	**variance**
Construction of Ndwedwe Testing Center	16 382 609.00	15 079 594.20	1 303 014.80
Mdloti Bridge Ward 17	12 141 034.67	12 139 607.26	1 427.41
Chibini Access Road in Ward 4	8 422 191.60	8 416 539.18	5 652.42
Isibonelo Community Creche Ward 11	5 760 210.75	5 703 722.80	56 487.95
Umdloti Access Road in ward 17	5 479 560.93	5 548 127.99	-68 567.06
Total	**48 185 607**	**46 887 591**	**1 298 016**

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

- ## CASH FLOW

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

- ## BORROWING AND INVESTMENTS BANKS

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

TABLE 63: INVESTMENTS WITH BANKS

Bank	Financial Year	Balance
ABSA	2022/2023	R31 882 314.92
Standard Bank	2022/2023	R14 841 149.36
Investec	2022/2023	R43 562 503.40
Nedbank	2022/2023	R21 366 522.83
First National Bank	2022/2023	R282 677.68

- ## PUBLIC PRIVATE PARTNERSHIPS

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

COMPONENT D: OTHER FINANCIAL MATTERS

Ndwedwe Local Municipality has ensured that it improves its financial management through the implementation of relevant internal controls and adhering to legislation. Financial reporting –finance reports are presented to the Finance Portfolio Committee on a monthly basis. All statutory returns have been submitted to National Treasury on a monthly, quarterly, bi-annually and annually basis. S71, S52 (d) & S72 reports are compiled and

submitted to National Treasury. The municipality will continue to improve on internal controls in order to ensure that we achieve our goal of obtaining a clean audit opinion in the next financial year.

• SUPPLY CHAIN MANAGEMENT

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

The prospective suppliers or service providers wishing to do business with the council are on 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 conducts emerging contractors/suppliers' workshops so as to build their capacity and assist them to participate successfully in the Council's SCM systems through the Economic and Development Planning Department. This initiative was introduced after it was discovered that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this area; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

The Municipality has a Supply Chain Management Policy in place that gets reviewed annually for implementation. The last date of review and approval was January 2023 with the new PPPFA amendments. The Municipality applies strict Supply Chain Management policy in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avoid the potential of any fraudulent activities from occurring. Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process.

Updated/Revision of the Procurement Plans

The municipality has formulated new procurement plans for 2023/2024 financial year in line with the Council approved scorecard and departmental service delivery budget and implementation plans (SDBIPs'). The procurement plans have an approved annual calendar

for the sitting of all bid committees. A copy of the Procurement Plan is attached at **Annexure O**.

Narrative on Performance on Procurement Plan Implementation

Upon the completion of the departmental service delivery budget and implementation plans (SDBIPs'), the Municipality prepares the Annual Procurement Plans and Procurement schedule/calendar with timeframes. These are formulated annually. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

Challenges Experienced with the SCM Unit

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

Establishment & Functionality of Bid Committees

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

TABLE 64: MEMBERS OF THE BID COMMITTEES

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
Liziwe Mhatu (Chairperson)	Sanele Mthembu (Chairperson)	Xolani Hlekwane (Chairperson)
Siyabonga Nyoka	Thulile Faya (Scriber)	Dumisani Mzolo
Sthembile Mngadi (Scriber)	Mzokhona Mkwanazi	Liziwe Mhatu
Nokukhanya Ngobese (SCM)	Richard Mthombo	Zempilo Khuluse
Chris Khoza	Bongile Ndlovu (SCM)	Mati Nkabinde (SCM)
Akhona Ngcobo	Sebenzile Ngubane	Phumzile Mbonambi
	NOKULUNGA MTSHALI (SCRIBER)	BABONGILE NGCOBO (SCRIBER)
	SAKHISENI GUMEDE	

SCM Policy Provision for the Categories of Preference

The SCM Policy makes provision for the categories of preference in term of Section 217 (2) of the Constitution for such as the consideration of people living with disabilities, women and youth to qualify for tenders. The SCM Policy 2022/2023 has been approved and adopted by Council in July 2022. A copy a SCM Policy is attached at **Annexure O1**.

- ## GRAP COMPLIANCE

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

CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

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

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

The Ndwedwe Local Municipality Annual financial Statements (AFS) is attached at Appendix A and Annual Performance Report (word & excel) for the financial year ended 30 June 2023 is attached at Appendix B & B1. The Audit Action Plan is attached at Appendix C and Recommendations from the Audit and Performance Committee Chairperson is attached Appendix D.

COMPONENT A: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2022/2023

- **AUDITOR GENERAL REPORT OF PREVIOUS YEAR 2022/2023**

COMPONENT B: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2021/2022

- **AUDITOR GENERAL REPORT OF PREVIOUS YEAR 2021/2022**

Mr D Khuzwayo
The Accounting officer
Ndwedwe Municipality
Private Bag X503
Ndwedwe
4342
30 November 2022
Reference: 21277REG21-22

Dear Sir

Report of the Auditor-General on the financial statements, annual performance report, compliance with legislation and other legal and regulatory requirements of Ndwedwe Local Municipality for the year ended 30 June 2022.

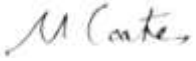
1. The above-mentioned report of the Auditor-General is submitted herewith in terms of section
21(1) of the Public Audit Act No. 25 of 2004 (PAA) read in conjunction with section 188 of the Constitution of the Republic of South Africa section 126(3) of the Municipal Finance Management Act 56 of 2003 (MFMA)
2. We have not yet received the other information that will be included in the annual report with
the audited financial statements and the annual performance report and have thus not been able to establish whether there are any inconsistencies between this information and the audited financial statements, the annual performance report or our audit report on compliance with legislation. You are requested to supply this information as soon as possible. Once this information is received it will be read and should any inconsistencies be identified these will be communicated to you and you will be requested to make the necessary corrections. Should the corrections not be made we will amend and reissue the audit report.
3. In terms of section 121(3) of the MFMA you are required to include the audit report in the municipality's annual report to be tabled.
4. Prior to printing or copying the annual report which will include the audit report you are required to do the following:
▫ Submit the final printer's proof of the annual report to the relevant senior manager of the Auditor-General of South Africa for verification of the audit-related references in the audit report and for confirmation that the financial statements, annual performance report and other information are those documents that have been read and audited. Special care should be taken with the page references in your report, since an incorrect reference could have audit implications.
▫ The signature Auditor-General in the handwriting of the auditor authorised to sign the audit report at the end of the hard copy of the audit report should be scanned in when preparing to print the report. This signature, as well as the place and date of signing and the Auditor-General of South Africa's logo, should appear at the end of the report, as in the hard copy that is provided to you. The official logo will be made available to you in electronic format.
5. Please notify the undersigned Senior Manager well in advance of the date on which the annual report containing this audit report will be tabled.
6. The confidentiality of information obtained in an engagement must be observed at all times. In terms of section 50 of the PAA and the International Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (including International Independence Standards), the AGSA, or an audit firm appointed in terms of

section 25 of the PAA, may not disclose or make available any information obtained during an audit, other than the final auditor's report, to any third party unless this is to a legislature or internal committee of a legislature or a court in a criminal matter and the disclosure has been approved by the auditee and the Auditor-General.
7. Until the steps described in paragraphs 2 and 4 of this document are completed and the annual report is tabled as required by section 127(2) of the MFMA, the audit report is not a final and public document and you are therefore requested to treat it as confidential.
8. Your cooperation to ensure that all these requirements are met would be much appreciated.

Kindly acknowledge receipt of this letter.

Yours sincerely

Signed



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Senior Manager: Martin Coates
KZN Business unit
Enquiries: Noxolo Sibiya
Telephone: 073 661 1753
Email: noxolosi@agsa.co.za

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 Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as 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 Local Municipality as at 30 June 2022, 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, 2020 (Act No. 9 of 2021) (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 my report.

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

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

Emphasis of matters

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

Impairment loss

7. As disclosed in note 27 to the financial statements, the municipality recognised an impairment loss of R4,59 million (2020-21: R3,52 million) primarily as a result of a deterioration in the condition of infrastructure assets.

Other matter

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

Unaudited disclosure notes

9. 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 thereon.

Responsibilities of the accounting officer for the financial statements

10. 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.

11. 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

12. 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. 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

13. 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 key performance area presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

14. 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 do not extend to any disclosures or assertions relating to the extent of achievements in the current year or 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.

15. 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 key performance area presented in the municipality's annual performance report for the year ended 30 June 2022.

16. 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.

17. I did not identify any material findings on the usefulness and reliability of the reported performance information for the basic service delivery key performance area.

Other matters

18. I draw attention to the matters below.

Achievement of planned targets

19. Refer to the annual performance report on pages ... to ... for information on the achievement of planned targets for the year.

Adjustment of material misstatements

20. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of 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

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

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

Consequence management

23. 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.

24. Fruitless and wasteful expenditure and 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

25. 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 those selected development priorities presented in the annual performance report that have been specifically reported in the auditor's report.

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

27. 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 key performance area presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. I did not receive the other information by the date of my report.

28. 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

29. 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.

30. Controls over the investigation of unauthorised, irregular, fruitless and wasteful expenditure were not implemented to ensure that the municipality complied with applicable laws.

Other reports

31. 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.

32. An independent consultant was appointed to assist the Hawks investigation into ghost employees at the municipality for the period ending 31 December 2015. The investigation was concluded on 26 November 2015, and resulted in criminal proceedings against one former employee. These proceedings were in progress at the date of this auditor's report.

AUDITOR - GENERAL

Pietermaritzburg

30 November 2022

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 selected key performance area 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; and

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

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

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COMPONENT C: AUDITOR-GENERAL OPINION ON FINANCIAL STATEMENTS YEAR 2020/2021

AUDITOR GENERAL REPORT OF PREVIOUS YEAR 2020/2021

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 Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as 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 Local Municipality as at 30 June 2021, 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, 2020 (Act No. 4 of 2020) (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 my report.

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

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for the 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 38 to the financial statements, the corresponding figures for 30 June 2020 were restated as a result of errors in the financial statements of the municipality, at and for the year ended, 30 June 2021.

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GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *"full and regular"* reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *"what we do"*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General Key performance indicators	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.
National Key performance areas	• Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".

Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

APPENDICES

Appendix A: Ndwedwe LM Audited Annual Financial Statements for the year ended 30 June 2023

Appendix B & B1: Ndwedwe LM Final Annual Performance Report (word & excel) for the year ended 30 June 2023

Appendix C: Audit Action Plan

Appendix D: Recommendations from the Audit and Performance Committee Chairperson

Appendix E: Audit Report from Auditor General

Appendix E1 Oversight Report for the year ended 30 June 2023

Appendix F: Third Tier Administrative structure

Appendix F1: Functions of Municipality/Entity

Appendix G: Recommendations of the Municipal Audit Committee

Appendix H: Long term Contracts and Public Private Partnership

Appendix I: Municipal Entity/Service Provider Performance Schedule

Appendix J: Disclosure of Financial Interest

Appendix K: Revenue Collection Performance

Appendix K (i): Revenue Collection Performance by Vote

Appendix K (ii): Revenue Collection Performance by Source

Appendix L: Conditional Grants Received: Excluding MIG

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

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

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

Appendix N: Capital Programme by Project current year

Appendix O: Capital Programme by project by Ward current year

Appendix P: Service Connection Backlogs at Schools and Clinics

Appendix Q: Service Backlogs Experienced by the Community where another Sphere of Government is Responsible for Service Provision

Appendix R: Declaration of Loans and Grants Made by the Municipality

Appendix S: Declaration of Returns not Made in due Time under MFMA s71

Appendix T: National and Provincial Outcome for local government