



# **NDWEDWE LOCAL MUNICIPALITY ANNUAL REPORT – 2018/2019**

**Financial Year 2018-2019**

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# **INTRODUCTION TO NDWEDWE LOCAL MUNICIPALITY**

## **ANNUAL REPORT**

The structure of Ndwedwe Annual Report 2018/2019 is based on the revised Annual Report Template provided by the National Treasury.

The purpose of this revised Annual Report template 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.

This template 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 template 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.

## CHAPTER 1: MAYOR'S FOREWORD

The mandate for this council is to ensure that we fast track service delivery in all Key Performance Areas. This will ensure that Ndwedwe citizens enjoy better life by having access to all basic services.



His Worship, Mayor NV Chili

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 However, through strategic intervention the monies (in particular MIG grant) will not be withdrawn.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

It is again with pleasure to present to report that the council IDP which is in line with mSCOA as per Treasury regulations. This had required the IDP to align with objectives and strategies for our provincial and national government. Our Municipality is growing. The construction of Ndwedwe Licensing and Testing Centre which is currently at initial stage will go a long way in making sure that the Municipality revenue is enhanced. The establishment of this centre will eventually lead to more staff recruited. Also, the community of Ndwedwe will benefit tremendously when this service is accessible to Ndwedwe community.

Our Municipality is in the process of constructing an electricity bulk line which will provide more electricity capacity to Bhamshela areas. The bulk line will assist in construction of Bhamshela Shopping Centre which will in turn provide job opportunities and inject economic investment in Bhamshela area. In partnership with Department of Public Works, the municipality is continuing with the implementation of Extended Public Works Programme (EPWP) which will benefit local people by provided contract employment opportunities. These local people are involved in waste collection, tree filling, and bush clearing etc.

In this financial year, the Municipality is embarking on Customer Satisfaction Survey project. The project objective is to attain community perceptions on Municipal services. It is hoped that the result of the survey will be used by the Municipality to accelerate and enhance quality of service to citizens. The Municipality is continuing to implement Operation Sukuma Sakhe programme. One of the programmes objectives is to develop and implement interventions aimed at assisting vulnerable people of Ndwedwe.

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

## **1.1 MUNICIPAL MANAGER'S OVERVIEW**

It is with pleasure for me to write this foreword highlighting the gains, challenges and areas for improvement on 2018/2019 financial year. When 2018/2019 financial started, Ndwedwe Local Municipality made commitment to service all its citizens in an efficient and effective manner. This was informed by resolutions that was undertaken during Municipal Strategic Planning which emphasis the issue of speeding up services to community. Secondly, the appointment of Senior Managers in key positions such as Infrastructure and Finance led to the hope that most of key targets set by Council will be completed.

For the first time in 5 years, the Municipality was able to finish its Municipal Infrastructure Grant (MIG) funding. This was due to sufficient capacity at Technical and Infrastructure Services Department in 2018/ 2019. Secondly, due to capacity that is currently existing the department, the Municipality, has dedicated aside Operations and Maintenance budget in order to be implemented by Manager EPWP. Our Municipality halls and Roads are being maintained as a result of this existing capacity.

In 2018/ 2019 financial year, the Municipality was able to internally developed policies in compliance with the relevant regulations and prescripts. The following are some of the few key policies developed and approved by Council:

- Indigent Policy and register
- Bursary Policy

As part of service delivery to the people of Ndwedwe, the Municipality, has built 9321 low cost housing for deserving beneficiaries to date. All our wards have low cost housing project and due to its sizes some of these wards are implementing phase 2 of these housing projects. The Municipality is currently doing feasibility study in order to develop low to middle income housing project. This will go a long way in revenue generation for the Municipality.

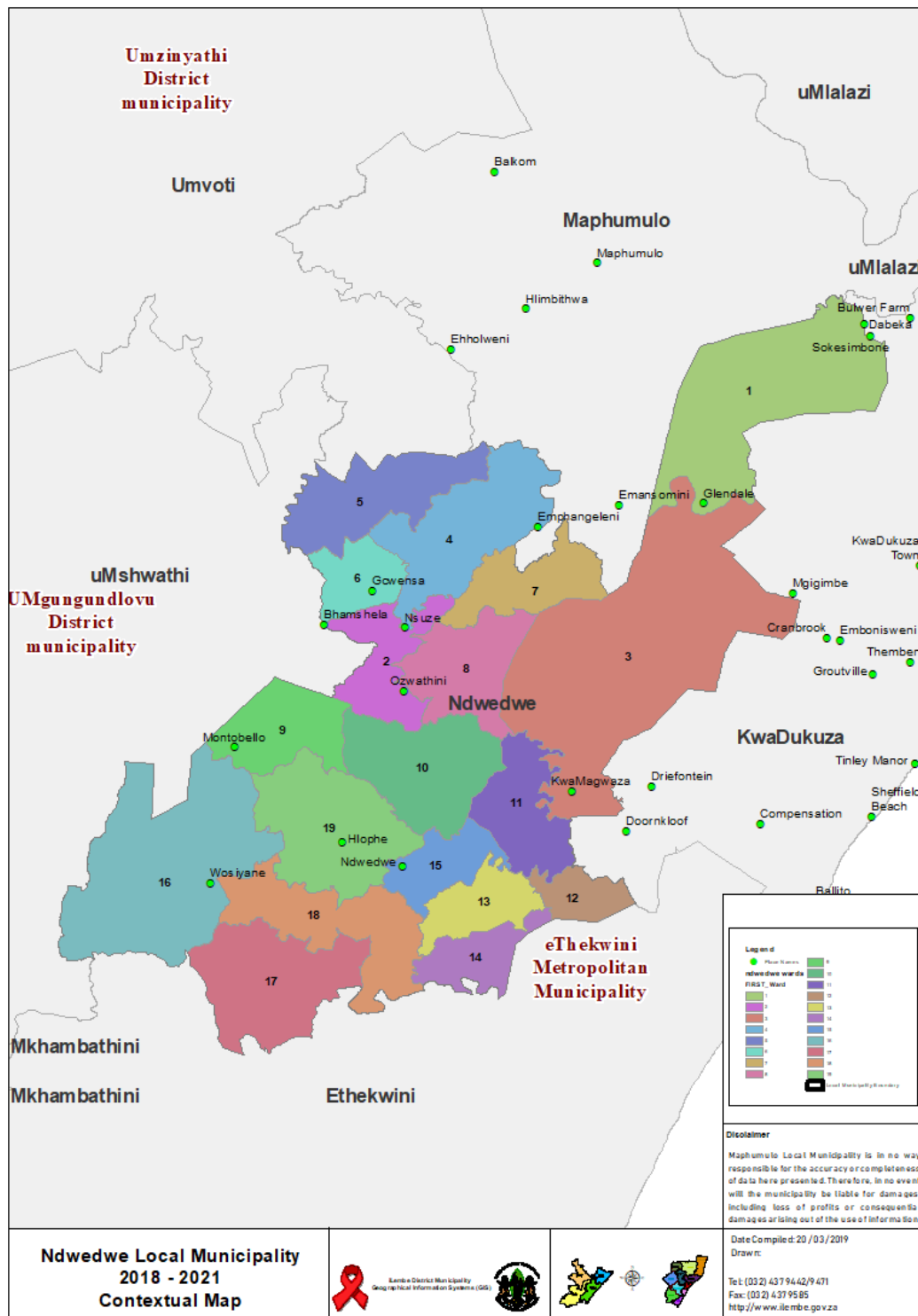
In last financial year 2018/2019, the Municipality amended its Supply Management Policy (SCM) in order to address National Government Policy on Radical Economic Transformation. The Council approved that all civil and construction work above R5million should give 20% of it to Ndwedwe Local Contractors. The Municipality has finalised the criteria that will be used in implementing this policy in 2018- 2019. The Municipality is fully complaint and implemented the mSCOA financial system. This was also achieved due to the appointment of Director Finance, after 3 years of struggling to appoint Senior Manager in the Finance Department.

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

### **FOREWARD BY THE MUNICIPAL MANAGER**



## 1.2 OVERVIEW OF THE MUNICIPALITY



MAP 1: NDWEDWE LOCALITY

Ndwedwe Local Municipality is one of the four local authorities within the Ilembe District Municipality. It borders in the east onto the KwaDukuza Municipality and in the north on the Maphumulo Municipality. In the south Ndwedwe abuts the eThekweni Municipality and, in the west, the uMshwathi Municipality. In broad terms the municipality is situated parallel with and approximately 20 KM inland from the Kwa-Zulu Natal coast. While much of the north – eastern part

of Ndwedwe forms part of the coastal flats mostly covered by KwaDukuza, the majority 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 TradePort), have remained substantially underdeveloped, disadvantaged and poor.

Ndwedwe Municipality is in the extent of 1153km<sup>2</sup> and accommodates a population of 140 820 people (Stats SA, 2011 Census). Overall settlement densities are approximately 145 people per km<sup>2</sup>. 68% of Ndwedwe consists of tribal authority land and the remainder is made up of commercial farm lands located in the north – east of the municipality.

### 1.2.1 KEY FACTS

<b>DESCRIPTION: NDWEDWE MUNICIPALITY (KZ 293) - LOCAL MUNICIPALITY FALLING WITHIN ILEMBE DISTRICT (DC 29)</b>			
<b>Extent of the Ndwedwe Municipal area (square kilometres)</b>		<b>1154</b>	
<b>Population (Community Survey, 2016)</b>		<b>143 117</b>	
<b>Population Density (people/km<sup>2</sup>)</b>		<b>115</b>	
<b>Population Group (%)</b>			
<b>Black African</b>	<b>133, 358</b>	<b>99%</b>	
<b>Coloured</b>	<b>3</b>	<b>0%</b>	
<b>Indian/Asian</b>	<b>7</b>	<b>0%</b>	
<b>White</b>	<b>957</b>	<b>1%</b>	
<b>Male Population (%)</b>		<b>67, 423 51%</b>	
<b>Female Population (%)</b>		<b>66,903 49%</b>	
<b>Municipal Age profile</b>			
<b>0 – 5</b>		<b>12%</b>	
<b>6 – 17</b>		<b>29%</b>	
<b>18 – 35</b>		<b>31%</b>	
<b>36 – 50</b>		<b>13%</b>	
<b>51 – 64</b>		<b>8%8</b>	
<b>Over 65</b>		<b>7%</b>	
<b>Dependency Ratio (No. of people dependent on</b>		<b>56% economically active group)</b>	
<b>HIV/AIDS status (% infected across District as per KZN Across District 34.7% Dept. of Health Statistics)</b>			
<b>Education Levels</b>		<b>No Schooling 15%</b>	
<b>Grade 12</b>		<b>1%</b>	
<b>Unemployment (out of labour force)</b>		<b>Unemployed 66%</b>	
<b>Income Levels (%) R0/HH</b>		<b>Households with 33% no income</b>	
<b>R1 – R801/HH Households</b>		<b>41%</b>	
<b>R801 – R1600/HH Households</b>		<b>16%</b>	
<b>Financial Grant Dependency (as per DLGTA 2004)</b>		<b>100%</b>	

<b>Number of Municipal Wards</b>	<b>19</b>
<b>Number of Councillors</b>	<b>37</b>
<b>Number of Traditional Authority Areas</b>	<b>23</b>
<b>Service Backlogs (% Households with no access)</b>	
<b>Water</b>	<b>46%</b>
<b>Sanitation</b>	<b>86.4%</b>
<b>Electricity</b>	<b>80%</b>
<b>Refuse</b>	<b>99.4%</b>
<b>Housing</b>	<b>70%</b>

**TABLE 1: DEMOGRAPHICS**

### **1.3 KEY CHALLENGES**

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

- Institutional transformation and organizational development
  - Re-alignment of organogram to fit the municipality’s development vision and strategic objectives.
- Good governance and public participation
  - Ineffective communication with internal and external stakeholders leading to service delivery protests.
- Basic service delivery and infrastructure
  - High levels of household service backlogs creating a threat of service delivery protests.
- Finance viability
  - Lack of revenue base limiting the budget growth of the municipality and its ability to fulfil its service delivery obligations.
- Local economic development
  - Lack of viable economic activity centres to promote internal economic linkages.
  - There is high unemployment rate (66.3%) and 60.3% of the population is not economically active. The high level of unemployment leads to an increased number of communities living in abject poverty.
- Spatial and environmental management
  - 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, cost-efficient housing, etc.
  - Climate change
  - Unsustainable development practices

- Loss of natural capital
- Lack of coordination and alignment of development initiatives taking place in the primary and secondary nodes.

## 1.4 STRATEGIES TO ADDRESS IDENTIFIED CHALLENGES

Ndwedwe Local Municipality will implement the following strategies in order to address the challenges identified above as well as to enable it to achieve its vision:

Focus area	Strategies
<b>Spatial and Environmental Management</b>	<ul style="list-style-type: none"> <li>• The progressive implementation of the Ndwedwe Town Development Project through the NDPG;</li> <li>• The progressive implementation of critical projects earmarked for all secondary nodes to unlock the economic potential Ndwedwe Municipal Area</li> <li>• The progressive implementation of the sustainable environmental programmes such as the waste management project.</li> </ul>
<b>Institutional Transformation and Organizational Development</b>	<ul style="list-style-type: none"> <li>• The re-alignment of the organogram to progressively fit the municipality's grand vision and strategic objectives.</li> </ul>
<b>Basic service Delivery and Infrastructure</b>	<ul style="list-style-type: none"> <li>• The progressive eradication of household infrastructure service backlogs, especially electricity.</li> </ul>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>• The implementation of high impact, nodal economic development projects earmarked for Ndwedwe Village and Bhamshela area.</li> <li>• Facilitate the provision of support necessary for the development of SMME and cooperatives throughout the municipality. The implementation of identified high impact projects.</li> </ul>
<b>Municipal Finance Viability</b>	<ul style="list-style-type: none"> <li>• Progressive achievement of clean audits</li> <li>• Revenue enhancement strategies</li> <li>• Re-alignment of the finance's organogram to enable it to achieve its strategic objectives.</li> </ul>
<b>Good Governance and Public Participation</b>	<ul style="list-style-type: none"> <li>• Improvement of communication processes both with internal and external stakeholders.</li> <li>• Ensure all municipal structures are properly constituted and functional.</li> </ul>

TABLE 2: NDWEDWE'S IDENTIFIED CHALLENGES

## 1.5 MUNICIPALITY LONG TERM VISION

*“By 2030 the people of Ndwedwe will have a prosperous and vibrant economy, where their aspirations are met”*

## 1.6 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.

## 1.7 VALUES

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

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

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

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

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

## 1.8 NDWEDWE 5 (FIVE) YEAR – STRATEGIC DEVELOPMENT OBJECTIVES

The Ndwedwe Local Municipality has embarked on a process to review and refine its plans in the context of changing needs and new developments within the Municipality. Ndwedwe Municipality Five (5) Year strategic objectives have been aligned into National Outcomes, Sustainable Development Goals (SDG's) Provincial Growth and Development Strategy (PGDS), and iLembe Regional Spatial Development Plan (IRSDP) as follows:

- To develop a resilient local economy that creates sustainable decent jobs and reduces poverty through the following:
  - Review institutional arrangements appropriate for the achievement of local economic development objectives;
  - Create municipal capacity to implement projects identified in each economic sector;
  - Facilitate municipal support programmes for the same and cooperatives
  
- To facilitate spatial alignment and coordination through responsible development that is sensitive to sustainable environmental management and conservation:
  - Facilitate the finalization Ndwedwe town establishment programme;
  - Facilitate the implementation of sustainable environmental programmes to support green economy;
  - Create appropriate institutional environment for the implementation of LUMS and SDF principles, especially in areas of Ingonyama trust board (ITB).
  
- To ensure municipal financial viability through:
  - Operation clean audit
  - Grap compliant annual financial statements – the municipality should have sufficient capacity from within to be able to prepare fully grap compliant annual financial statements.
  - Grap compliant fixed assets register – controls should be put in place to ensure that the asset register is complete, with supporting documents, and is fully grap compliant.
  - Compliance with laws and regulations – a checklist of all laws and regulations that need to be complied with needs to be developed to assist the municipality to ensure compliance therewith.
  
- To enhance revenue enhancement strategy:
  - Credit control policy – the Municipality will need to review and implement its credit control policy to ensure that the revenue base is improved in order to help the Municipality to develop financially.
  - Municipal Property Rates Act – new valuation roll, rates by-laws and rates policy must be finalized before start of new financial year, 1 July 2017, so that the Municipality can rate and collect revenue in 2017/2018 financial year, going forward.

- Traffic department – the Municipality must start processes of engaging with Provincial Department of Transport, to get approval for opening and running a traffic department on their behalf, so as to generate more revenue for the Municipality, to assist with further development.
- To ensure re-alignment of finance organogram to enable it to achieve strategic development objectives
  - Review Finance Organogram – Finance department’s organogram needs to be reviewed to ensure that the department is sufficiently staffed to perform its function effectively.
  - Minimum competency – the Municipality will need to ensure that all staff members within Finance department have minimum competencies as prescribed by National Treasury in order to ensure that competent staff members are employed and retained for a more efficient service delivery.
- To promote good governance and public participation through:
  - Conducting quarterly and annual assessments of ward committees;
  - Filling the vacant position of communications manager to attend to improve communication with internal and external stakeholders; and
  - Conducting continuous assessments regarding the functionality of all municipal structures.
- To facilitate the provision of sustainable basic service delivery through:
  - The filling of vacant posts which are critical for the directorate to implement its infrastructure programmes, especially its expenditure on MIG;
  - Facilitating the eradication of backlogs on household infrastructure services, especially electricity.
- To facilitate institutional transformation and organizational development through:
  - the progressive re-alignment of the municipality’s organogram to fit in with its vision and strategic objectives;
  - filling in all critical positions to ensure municipal stability and improved service delivery; and
  - addressing gender and employment equity through the recruitment processes of the municipality.

## 1.9 DEMOGRAPHICS

Ndwedwe Municipality has used Statistics SA Census data for 2011 and Community survey 2016 for the demographic and the economic information in this section of the IDP. The graph below depicts the population distribution between the wards of Ndwedwe Municipality.

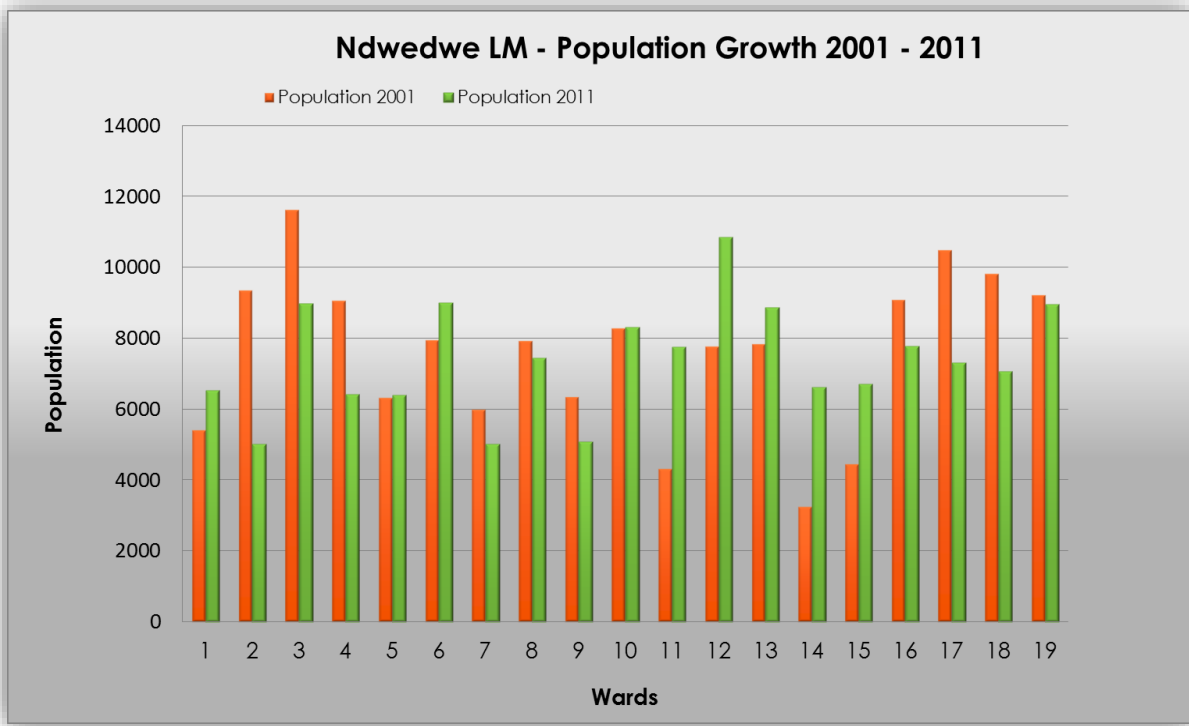


FIGURE 1: NDWEDWE POPULATION DISTRIBUTION PER WARD (SOURCE: STATS SA, 2001/2011)

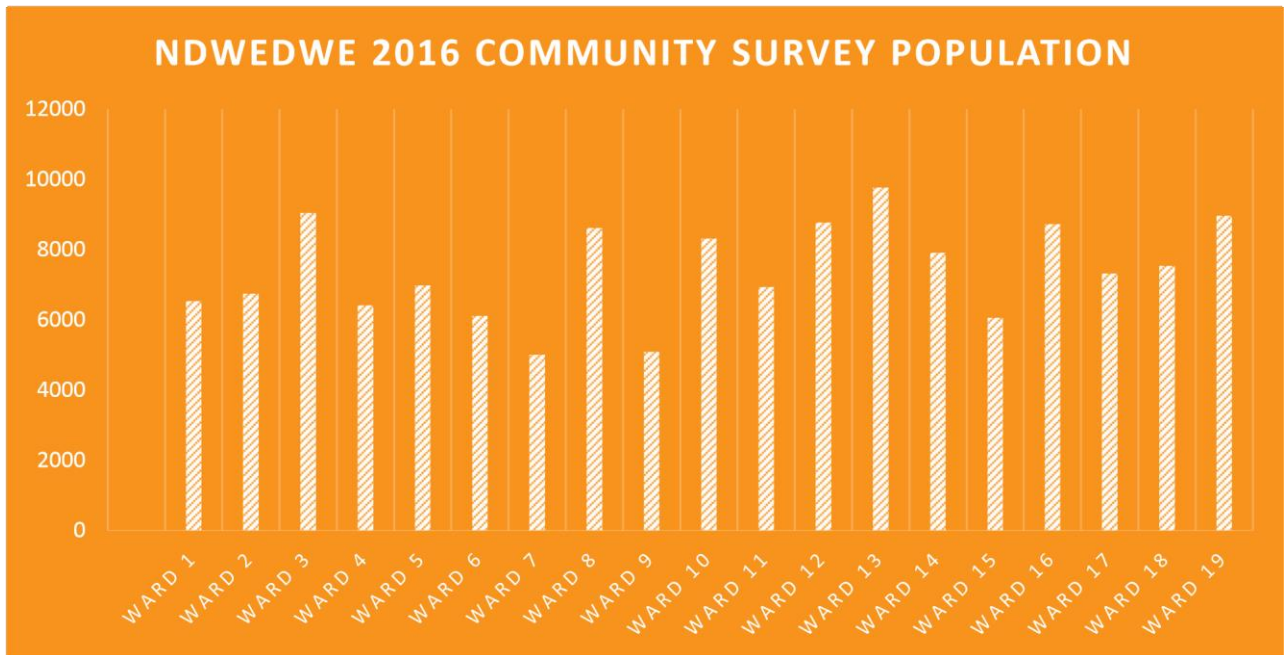


FIGURE 2: 2016 COMMUNITY SURVEY THAT SHOWS THE INCREASED NUMBER OF PEOPLE

### 1.9.1 POPULATION AND HOUSEHOLD PROFILES

Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Population Community survey compared to the 140 820 of Census 2011. The tables below depict the household population distribution between the wards.



Population		Households				
Number	Population Growth	Number	Household Growth (% p.a.)	Average Size	Female Headed %	Child Headed
140,820	-0.27 % p.a	29,200	1.4%	4.8	52.8 %	0.7%

TABLE 3: POPULATION AND HOUSEHOLD NUMBERS FOR NDWEDWE MUNICIPALITY (STATISTICS SA CENSUS, 2011)

Population		Households				
Number	Population Growth	Number	Household Growth (% p.a.)	Average Size	Female Headed %	Child Headed
143 117	+0,19% p.a	33,883	6,8%		55%	7,8%

TABLE 4: POPULATION AND HOUSEHOLD NUMBERS FOR NDWEDWE MUNICIPALITY (STATISTICS SA COMMUNITY SURVEY, 2016)

The table below indicates the wards within Ndwedwe where the highest numbers of residents are settled.

Ward number	Description
<b>Ward 3</b>	This ward consists of a very large area, situated on the eastern side of the municipality. Despite the high number of population, the wards due to its size have very low population density.
<b>Ward 6</b>	This ward which is relatively small contains the node of Bhamshela and therefore has a higher population density in comparison to other wards.
<b>Ward 10</b>	Situated to the north east of Ndwedwe Town, this ward is relatively large, and does not have relatively high population densities (in comparison to other wards).
<b>Ward 12</b>	This ward is one of the smallest wards in the Municipality, but has the highest population figure, and therefore also has the highest population density. This grouping of people is situated on the southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality
<b>Ward 13</b>	Situated adjacent ward 12, and along the P100 connecting Verulam to Ndwedwe. These densities are+ expected due to the accessibility of this area and its proximity to economic activities in the adjacent t municipality
<b>Ward 19</b>	The ward is relatively large, and has an average population density. The population is spread out evenly throughout this ward due to the topography which does not allow large concentrations of households.

TABLE 5: WARDS WITH HIGHEST NUMBER OF RESIDENTS IN NDWEDWE MUNICIPALITY

Ndwedwe Municipality has a total population of approximately 143 117 according to the 2016 Population Community Survey compared to the 140 820 in 2011 population Census. The lowest numbers of population are found in wards 2, 7, and 9 and can be ascribed to the extreme topographical features which does not allow for habitation of these areas. When comparing the population figures of 2011 to that of 2016 of the various wards, it can be seen that the population is now increasing at Ndwedwe compare to the Census of 2011, the number of people increased by 2,297 from 2011 to 2016.

In general, it seems as there is large number of immigration compare to migration of the people. The population densities were measured for the specific settlements, and not on a municipal or ward level.

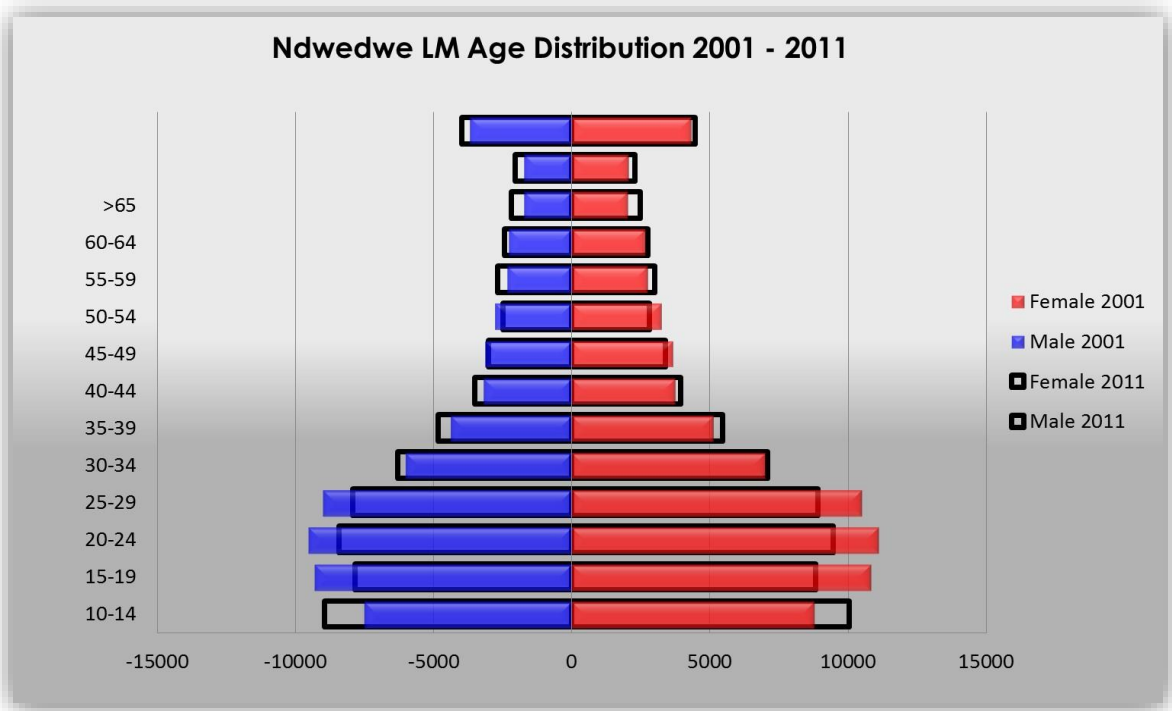
The densities range from 0.5 HH/ha to 4 HH/ha. Although lower density communities/settlements are situated all over the municipal area, a number of settlements have been highlighted which has densities of 4HH/ha.

The following five areas of higher density have been identified.

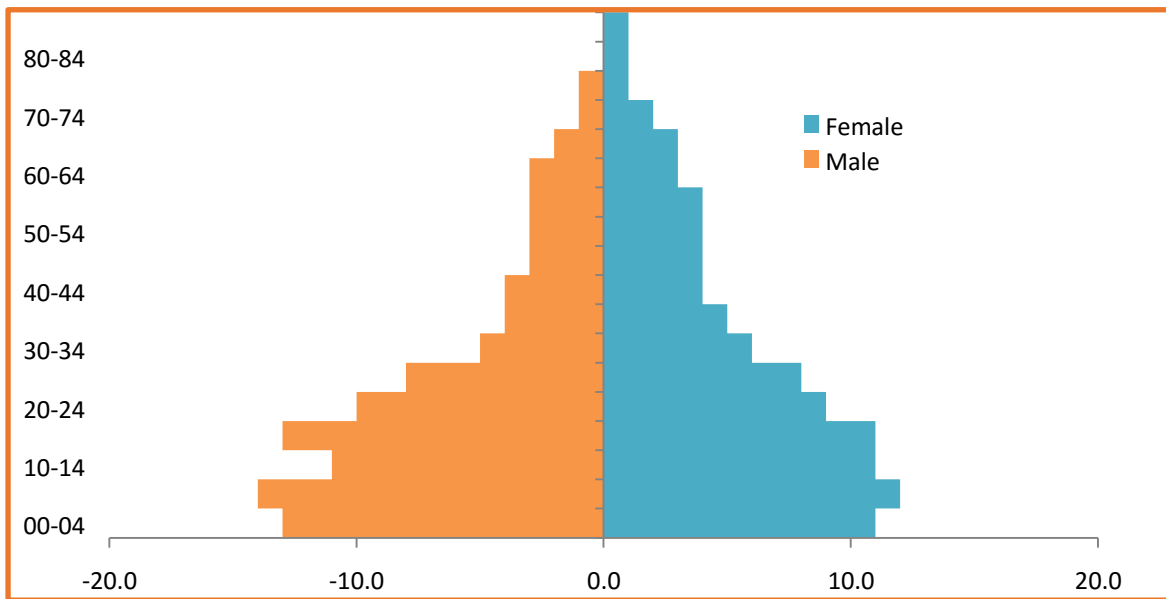
- **Mthebeni:**
  - Situated on the Southern boundary of the Municipality, shared with the eThekweni Metropolitan Municipality. This area is accessed via Vincent Dickenson Road, which is also the main access road from eThekweni to Ndwedwe Town. Although no large settlement is situated on the opposite side of the municipal boundary within eThekweni, this area is situated closest to economic activities within eThekweni, and densities are formed due to the desire to be in close proximity to such economic opportunities.
- **Bhamshela:**
  - Situated on the northern boundary shared with the uMshwathi Local Municipality in the Gcwensa Traditional Authority Area. This community is situated along the R514 which is a direct connection to the R102, Tongaat and the N2. There is also a very large community situated within the uMshwathi Municipality on the opposite side of the municipal boundary.
- **Montebello:**
  - Situated on the northern boundary shared with the uMshwathi Local Municipality situated in Nyuswa Nodwengu Traditional Area. This community is situated around the Hospital and along the P102 road. Ultimately this road connects to the R614 and the node is therefore connected to Bhamshela, as well as Noordsburg. There are no settlements on the opposite side of the municipal boundary.
- **Noordsburg / Ozwathini:**
  - This community is situated along the P714, and forms part of the larger community situated within the uMshwathi Municipality, and Montebello.
- **Ndwedwe Town & Surrounds:**
  - The town is the only area in the municipality offering commercial activities, and a small grouping of population (in comparison to the other dense areas) is situated around the town. These high areas are situated along major movement routes.

## 1.9.2 AGE AND GENDER DISTRIBUTION

The demographic pyramid is illustrated by Figure 7 below and evidently the current population of working age is greater than the school going and retired age groups. A large portion of the population is therefore providing for a small portion of the population. Depending on the birth rates during the following years, this pattern should stay very similar in the years to come. Another clearly noticeable trend is the substantially lower amount of men in the municipality. It is suspected that the pattern of male migrant workers, seeking work in larger urban areas and women tending to households needs and practicing subsistence farming.



**FIGURE 3: POPULATION AGE DISTRIBUTION (SOURCE: STATS SA, 2001/2011)**



**FIGURE 4: POPULATION COMMUNITY (COMMUNITY SURVEY, 2016)**

The above graphs give insight into the dependency ratio of the municipality. Dependency ratio indicates how many people are dependent on one income. Only taking into account the population figures of population of Working age (20 to 64), the municipality has a dependency ratio of 1.3, which means that each economic active person is responsible for 1.3 other people. Taking unemployment of 66.3% into consideration, the dependency ratio climbs to 5.7.

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

TABLE 6: POPULATION GROWTH AS PER 2016 COMMUNITY SURVEY

### 1.9.3 KEY FINDINGS

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

## 10 SPATIAL AND ENVIRONMENTAL MANAGEMENT

### 10.1 SPATIAL ANALYSIS

#### 10.1.1 REGIONAL CONTEXT

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

#### 10.1.2 ADMINISTRATIVE CONTEXT

Almost 80% of the municipality is registered in the name of the Ingonyama. The below names are some of the following Traditional leaders that are represented at Council meetings.

TRADITIONAL LEADERS	NUMBER	GENDER
INKOSI TP CIBANE	0798001733	MALE
INKOSI S KHUMALO	0786461639	MALE
INKOSI PB GUMEDE	0728039669	MALE
INKOSI VT NGCOBO	0844115185	MALE
INKOSI SW NGCOBO	0714972036	MALE
INKOSI B NGCOBO	0835348118	MALE
INKOSI MM NGCOBO	0767860839	MALE
INKOSI R NZAMA	0782655545	MALE

TABLE 7: TRADITIONAL LEADERS

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.

#### 10.1.3 SPATIAL TRENDS

##### (A) IMBALANCES OF THE PAST

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

Ndwedwe over the past two to three decades has been the establishment of small-scale sugar cane farmers.

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

### ***(B) SETTLEMENT PATTERNS***

Ndwedwe Local Municipality is one of the local government structures that is facing an enormous task of reducing the infrastructure backlog that engulf different parts of the municipality area. Part of compounding efforts to thwart infrastructure backlog is the nature of the terrain and settlement pattern that exist in Ndwedwe municipality. Typical of rural areas, settlements within the area are scattered unevenly throughout the area. To a certain extent, their location seems to be influenced by the existing road pattern, which has created high density along major movement routes and in close proximity to some of the areas of economic and social importance, e.g. Bhamshela, Ndwedwe Village, Montebello etc.). The majority of the settlements are found in the central, east, west, south and northern parts of the municipality. The emerging pattern of settlements within Ndwedwe municipality seem to have been informed by access and close proximity to areas with certain level of facilities (commercial and social) and services. Areas like Bhamshela, Montebello, Qinisani, Ndwedwe Town and so forth enjoy high level of settlements, which has resulted in high densities.

### ***(C) NDWEDWE TOWN***

Ndwedwe is the beneficiary of the formalization programme, as administered by the Department of Co-operative Governance and Traditional Affairs. It was registered as a township at the deeds office in July 2012. Ndwedwe is the main economic node within the Ndwedwe local municipal area. The town is characterized by a small business node with some street front retail activity located in the centre of the town. The business activity is situated adjacent the local taxi rank and acts as the major node of activity in the area.

Access to Ndwedwe is via the P100 from Verulam approximately 30km away and is the main link between Ndwedwe and the northern suburbs of Durban to the south. Ndwedwe is also in close proximity to the new King Shaka International Airport (35km). A number of commercial and industrial developments are taken place approximately the airport, becoming an important growth point in the provincial economy and located within 30km from Ndwedwe.

## **11. MUNICIPAL POWERS AND FUNCTIONS**

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

Hereunder are the powers and functions allocated to the Ndwedwe Local Municipality:

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

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

Functions	Functions currently performed		Capacity to perform the function		Levels of capacity	Alternative measures in place(function not performed or no capacity)	Municipal Action
	Yes	No	Yes	No			
1. Air pollution	-	X	-	X	-	-	There is no demand and no action required
2. Building Regulation	-	X	-	X	-	No Alternative measures in place currently	With the town development project and some housing projects starting to unfold, the Municipality has during the 1011-12 financial year, started to build

							capacity by appointing the Building Control Unit that will consist of professionals such as Building Inspectors and Plan Examiners
3.Child care facilities	-	X	X	-	-	There is currently a community initiative	The Municipality has a partnership with Divine Life Society of South Africa to build early childhood development centres throughout the municipal area
4.Fire Fighting	X	-	X	-	Limited Capacity only two fire fighters currently	Ilembe District and eThekwini Municipality provides assistance where necessary.	The disaster management plan identifies the significance of this function especially when the commercial centres planned for in Ndwedwe Town and Bhamshela become operational
5.Local Tourism	X	-	X	-	Limited capacity to drive tourism development and market it aggressively	-	The municipality is currently dependant on the Tourism Graduate Development Programme of the Department of Economic Development and Tourism



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

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

							becomes functional or due to an unexpected demand or pressure.
16.Licensing and control undertakings that sell liquor to the public	-	X	-	X	-	Currently performed by Traditional Councils and SAPS to a limited extent	No action required as there is no pressing demand
17.Local amenities	X	-	-	X	-	The function is being performed to a limited extent due to human and financial capacity constraint	The Town Development Project and other projects cater for this function
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 action 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	-	No action required as there is no pressing demand.

					capacity constraints.		
29.Libraries	X	-	X	-	-	-	-

Table 8: Powers and Functions: Ndwedwe Municipality

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

## 12 GOVERNMENT PRIORITIES

### 12.1 SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals serve as a successor to the Millennium Development Goals. They include 17 goals and 169 targets that capture the global aspirations for sustainable development. The municipality's IDP is to some extent aligned with these goals that were adopted in September 2015. The National Development Plan and the Provincial Growth and Development Strategy, to which this Ndwedwe IDP is aligned, have devised interventions that respond to the 17 goals. The new Council has developed a five year IDP in 2018/19, which include strategies on how the municipality will be contributing to each of the Sustainable Development Goals. Notwithstanding, this current IDP review, in Chapters 3 and 6, contains strategies and projects that are relevant to the SDGs. The comprehensive list of the 17 goals is depicted in Figure 2 below:

# SUSTAINABLE DEVELOPMENT GOALS



FIGURE 5: SUSTAINABLE DEVELOPMENT GOALS

## 12.2 NATIONAL OUTCOMES

The outcomes for 2014 to 2019 is published as annexures to the Medium Term Strategic Framework:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

## 12.3 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The iLembe DGDP provides a framework of ensuring the already adopted IDP vision is realized. This will be achieved through a series of goals, strategic objectives, and interventions. All of these will be ultimately linked to a set of apex and primary indicators to measure the level of DGDP implementation.

In 2013, Council adopted the iLembe Regional Spatial Development Plan (IRSDP), which essentially provided a blueprint for the District to become a “sustainable region” by 2050. It was therefore necessary that in developing the DGDP, the proposals contained in the IRSDP were considered. To this end, there is alignment between the five pillars contained in the IRSDP and the six goals of the DGDP. The framework for the DGDP is in the following table below.

<b>KZN PGDP GOAL</b>	<b>ILEMBE DISTRICT AND NDWEDWE LM GOALS</b>
<b>Job creation</b>	A diverse and growing economy
<b>Human resource development</b>	Promote social well-being
<b>Human and community development</b>	
<b>Strategic infrastructure</b>	Provide equitable access
<b>Spatial equity</b>	A liveable region
<b>Environmental sustainability</b>	Living in harmony with nature
<b>Governance and policy</b>	Effective Governance, Policy and Social Partnerships

**TABLE 9: DISTRICT GROWTH AND DEVELOPMENT PLAN**

As evident from the table above, essentially the aim of the DGDP is to ensure synchronization between the District goals and objectives and Provincial goals and objectives. The District goals are an informant to the strategic interventions/projects proposed in the DGDP. These interventions are key to the municipality’s ability to achieve its vision.

In the process of compiling the DGDP, the iLembe family hosted the District Growth and Development Summit. This was a multi-sectoral engagement to devise strategies and projects that would encourage economic growth in iLembe. The resolutions of the summit have been incorporated into the strategic objectives of the DGDP. Due to the long term nature of this plan (2030 vision aligned to PGDS) it was essential that the interventions were expressed with short, medium, and long term horizons i.e. short term 2016-2020, Medium term 2021-2025, and Long term 2026-2030.

## **12.4 BACK TO BASICS APPROACH**

Back to basics is the national government programme where they want every municipality in South Africa to ensure that it undertakes core basic functions as efficiently, as effectively, and as religiously as is humanly possible. For example, it means Municipalities must make sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way."

Through this programme government will be able to monitor the performance of municipalities and ensure they respond to crises quicker to the basic needs of the community. Back to Basics focus on all five Key Performance Indicators which are as follows:

- Institutional and Municipal Transformation
- Basic Service Delivery
- Local Economic Development
- Financial Viability
- Good Governance and Public Participation

Ndwedwe Municipality has identified projects which falls under Back to Basics, it is currently underway and the progress is being reported monthly to COGTA.



## **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 Chief Financial Officer position is vacant.

#### **Community Structures**

- Ward Committees

## 1.1 POLITICAL GOVERNANCE STRUCTURES

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

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



HIS WORSHIP THE MAYOR N.V CHILI



DEPUTY MAYOR E.N BLOSE



HONOURABLE SPEAKER G.K NGIDI

## 1.1 THE MUNICIPAL COUNCIL

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

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

The list below indicates the number of Councillors as follows:

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

13.	CLLR MM KHUZWAYO	4
14.	CLLR M N GWAMANDA	5
15.	CLL S E DLADLA	6
16.	CLLR B J BLOSE	7
17.	CLLR S Z MFEKA	8
18.	CLLR T M MASINGA	9
19.	CLLR M NGIDI	10
20.	CLLR M MTHETHWA	11
21.	CLLR L M NDLOVU	12
22.	CLLR M K NKOSI	13
23.	CLLR L G NGCOBO	14
24.	CLLR P S SHEZI (EXCO MEMBER)	15
25.	CLLR D M GOQO	16
26.	CLLR VMR MAGUBANE	17
27.	CLLR LZ MAKHANYA	18
28.	CLLR P S GOBA	19
29.	CLLR B R MZOBE	PR-DA
30.	CLLR S S HLOPHE	PR-EFF
31.	CLLR R T NKWANYANA (EXCO Member)	PR-IFP
32.	CLLR J LUTHULI	PR-IFP
33.	CLLR T S JALI	PR-IFP
34.	CLLR N Y MLOTSHWA	PR-IFP
35.	CLLR M V PHEWA	PR-IFP
36.	CLLR MB VILAKAZI	PR-IFP
37.	CLLR S M SISHI	PR-IFP

**TABLE 10: LIST OF COUNCILLORS**

The Municipal Structures Act, Act 118 of 1998 (Section 37(c) requires Municipal Councils to meet quarterly to ensure compliance with the legislative requirement however the Council can meet at any time to consider special items on the agenda. However, in order to meet compliance requirements in relation to such issues as Performance Report, Mid Term Performance Assessment, Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every in two months. 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:

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

TABLE 11: LIST OF EXCO COUNCILLORS

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

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

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

### 1.1.2 PORTFOLIO COMMITTEES

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

<p><b><u>FINANCE COMMITTEE</u></b></p>	<ul style="list-style-type: none"> <li>• Cllr NV Chili – (Mayor) Chairperson      ANC</li> <li>• Cllr SZ Mfeka      ANC</li> <li>• Cllr BJ Blose      ANC</li> <li>• Cllr MK Nkosi      ANC</li> <li>• Cllr TM Masinga      ANC</li> <li>• Cllr MV Shezi      ANC</li> <li>• Cllr SS Hlophe      EFF</li> <li>• Cllr RT Nkwanyana      IFP</li> <li>• Cllr NDC Maphumulo      ANC</li> <li>• Cllr MS Sishi      IFP</li> </ul>
<p><b><u>EDP COMMITTEE</u></b></p>	<ul style="list-style-type: none"> <li>• Cllr ZS Tools - Chairperson(Exco)      ANC</li> <li>• Cllr HLB Makhatha      ANC</li> <li>• Cllr DM Goqo      ANC</li> <li>• CllrM Mthethwa      ANC</li> <li>• Cllr PS Goba      ANC</li> <li>• Cllr MM Khuzwayo      ANC</li> <li>• Cllr MM Gwamanda      ANC</li> <li>• Cllr MS Sishi      IFP</li> <li>• Cllr RT Nkwanyana      IFP</li> <li>• Cllr Hlophe      EFF</li> <li>• Inkosi PB Gumede</li> </ul>
<p><b><u>HR COMMITTEE</u></b></p>	<ul style="list-style-type: none"> <li>• Cllr EN Blose –Chairperson      ANC</li> <li>• Cllr T Mhlanga      ANC</li> <li>• Cllr MM Khuzwayo      ANC</li> <li>• Cllr LZ Makhanya      ANC</li> <li>• Cllr RM CELE      ANC</li> <li>• Cllr MK Nkosi      ANC</li> <li>• Cllr S Zondi      ANC</li> <li>• Cllr J Luthuli      IFP</li> <li>• Cllr PS Shezi (Exco)      IFP</li> <li>• Cllr BR Mzobe      DA</li> <li>• MR BA Buthelezi (ADCS)</li> <li>• Inkosi T Cibane</li> </ul>
<p><b><u>COMMUNITY SERVICES COMMITTEE</u></b></p>	<ul style="list-style-type: none"> <li>• Cllr MP Busane –chairperson      ANC</li> <li>• Cllr NDC Maphumulo      ANC</li> <li>• Cllr VMR Magubane      ANC</li> <li>• Cllr SE Dladla      ANC</li> <li>• Cllr M Vilakazi      IFP</li> <li>• Cllr NY Mlotshwa      IFP</li> <li>• Cllr LG Ngcobo      ANC</li> </ul>

	<ul style="list-style-type: none"> <li>• Cllr LM Ndlovu</li> <li>• Cllr HLB Makhatha</li> <li>• Cllr BJ Blose</li> <li>• Inkosi S Khumalo</li> </ul>	<p>ANC</p> <p>ANC</p> <p>ANC</p>
<b><u>INFRASTRUCTURE COMMITTEE</u></b>	<ul style="list-style-type: none"> <li>• Cllr SB Sibisi – Chairperson</li> <li>• Cllr MN Gwamanda</li> <li>• Cllr SZ Mfeka</li> <li>• Cllr S Zondi</li> <li>• Cllr M Ngidi</li> <li>• Cllr SE Dladla</li> <li>• Cllr LG Ngcobo</li> <li>• Cllr TM Masinga</li> <li>• Cllr PS Shezi</li> <li>• Cllr S Jali</li> <li>• Inkosi B Ngcobo</li> </ul>	<p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>IFP</p> <p>IFP</p>
<b><u>MPAC</u></b>	<ul style="list-style-type: none"> <li>• Cllr RM Cele – Chairperson</li> <li>• Cllr MN Gwamanda</li> <li>• Cllr SE Dladla</li> <li>• Cllr LM Ndlovu</li> <li>• Cllr HLB Makhatha</li> <li>• Cllr S Zondi</li> <li>• Cllr MV Phewa</li> <li>• Cllr LZ Makhanya</li> <li>• Cllr BR Mzobe</li> </ul>	<p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>ANC</p> <p>IFP</p> <p>DA</p>

**TABLE 12: 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; and 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.

## **1.2 ADMINISTRATIVE GOVERNANCE STRUCTURES**

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.

The 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	<p>The functions and responsibility of the Municipal Manager are contained in Section 55 of the Local Government Municipal Systems Act, Act 32 of 2000:</p> <p><i>“(1) As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:</i></p> <p><i>(a) the formation and development of an economical, effective, efficient and accountable administration</i></p> <p><i>(i) equipped to carry out the task of implementing the municipality’s integrated development plan in accordance with</i></p> <p><i>Chapter 5:</i></p> <p><i>(ii) operating in accordance with the municipality’s performance management system in accordance with Chapter 6; and</i></p> <p><i>(iii) responsive to the needs of the local community to participate in the affairs of the municipality;</i></p> <p><i>(b) the management of the municipality’s administration in accordance with this Act and other legislation applicable to the municipality:</i></p> <p><i>(c) the implementation of the municipality’s integrated development plan, and the monitoring of progress with implementation of the plan:</i></p> <p><i>(d) the management of the provision of services to the local community in a sustainable and equitable manner;</i></p> <p><i>(e) the appointment of staff other than those referred to in section 56, subject to the Employment Equity Act, 1998 (Act No. 55 of 1998);</i></p> <p><i>(f) the management, effective utilisation and training of staff</i></p> <p><i>(g) the maintenance of discipline of staff</i></p> <p><i>(h) the promotion of sound labour relations and compliance by the municipality with applicable labour legislation;</i></p> <p><i>(i) advising the political structures and political office bearers of the municipality</i></p> <p><i>(j) managing communications between the municipality’s administration and its political structures and political office bearers:</i></p> <p><i>(k) carrying out the decisions of the political structures and political office</i></p>



		<p><i>bearers of the municipality;</i></p> <p><i>(l) the administration and implementation of the municipality's by-laws and other legislation;</i></p> <p><i>(m) the exercise of any powers and the performance of any duties delegated by the municipal council, or sub-delegated by other authorities of the municipality, to the municipal manager in terms of section 59:</i></p> <p><i>(n) facilitating participation by the local community in the affairs of the municipality;</i></p> <p><i>(o) developing and maintaining a system whereby community satisfaction with municipal services is assessed;</i></p> <p><i>(p) the implementation of national and provincial legislation applicable to the municipality; and</i></p> <p><i>(q) the performance of any other function that may be assigned by the municipal council.</i></p> <p><i>(2) As accounting officer of the municipality the municipal manager is responsible and accountable for—</i></p> <p><i>(a) all income and expenditure of the municipality;</i></p> <p><i>(b) all assets and the discharge of all liabilities of the municipality; and</i></p> <p><i>(c) proper and diligent compliance with applicable municipal finance management legislation”</i></p>
<b>Financial Services</b>	<b>Chief Financial Officer</b>	<p>The Chief Financial Officer is responsible for all financial management and processes in the municipality and includes the following components:</p> <ul style="list-style-type: none"> <li>• Valuation roll</li> <li>• Asset management</li> <li>• Supply chain management and procurement</li> <li>• Financial system development</li> <li>• Statutory reporting</li> <li>• Credit control</li> <li>• Payroll</li> <li>• Budget and Treasury Office</li> <li>• Financial Statements.</li> </ul>
<b>Planning, Development and Technical Services</b>	<b>Economic Development and Planning</b>	<p>The Accounting Officer may in terms of S 77 of the MFMA delegate any of the powers or duties assigned to an Accounting Officer:</p> <ul style="list-style-type: none"> <li>• Planning – IDP</li> <li>• Local Economic Development – business plans to secure funding.</li> <li>• Service Delivery – Operational and strategic in terms of planning.</li> </ul>

		<ul style="list-style-type: none"> <li>• Building control</li> </ul>
<b>Corporate Services</b>	<b>Corporate Service</b>	<ul style="list-style-type: none"> <li>• Human resource management</li> <li>• To build a transparent administrative body capable of achieving transparency and integrity whilst addressing employment equity and affirmative action</li> <li>• To promote skills development throughout the administration structure</li> <li>• Information and Communications Technology;</li> <li>• Administration and Auxiliary Services;</li> <li>• Legal Services</li> </ul>
<b>Community Services</b>	<b>Community Services Directorate Vacant</b>	<p>Responsible for the operations and performance in the following sections:</p> <ul style="list-style-type: none"> <li>• Facilitate community involvement in terms of consultative processes</li> <li>• Sports &amp; Recreation,</li> <li>• Arts &amp; Culture;</li> <li>• Social and Community Development;</li> <li>• Library Services;</li> <li>• Facility Management.</li> <li>• Traffic Law Enforcement;</li> <li>• Disaster Management</li> </ul>
<b>Technical and Infrastructure Development</b>	<b>Technical Services Directorate</b>	<p>The Technical Services Directorate is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of roads and storm water within the municipality's jurisdiction</li> <li>• Refuse removal, solid waste disposal, landfill sites and street cleaning</li> <li>• Maintenance of Council buildings</li> <li>• Maintenance of municipal parks, public open spaces</li> <li>• Maintenance and expansion of municipal cemeteries.</li> </ul>

Table 13: Administration Structures

### **1.2.1 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

### ***1.2.2 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

### ***1.2.3 STRATEGIC PRIORITY: ECONOMIC DEVELOPMENT AND PLANNING***

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

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

### ***1.2.4 STRATEGIC PRIORITY: FINANCIAL VIABILITY AND MANAGEMENT***

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

Municipal Budget and Treasury Services

- Expenditure and Revenue services
- Asset Management
- Overall Management of SCM (Supply Chain Management)

### ***1.2.5 STRATEGIC PRIORITY: GOOD GOVERNANCE AND PUBLIC PARTICIPATION***

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

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

## **COMPONENT B: INTERGOVERNMENTAL RELATIONS (IGR)**

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

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

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

### **1.1 INTERGOVERNMENTAL STRUCTURES**

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

#### **1.1.1 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 14 : 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**

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.

## **1.2 PUBLIC PARTICIPATION**

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

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

### **1.2.1 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

## 1.2.2 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.

### **1.2.3 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.

Ndwedwe Local Municipality organized four successful Mayoral IDP Izimbizo from October and November 2018 and one IDP/Budget and Speaker Izimbizo's held on the 3 May 2019 in which local community were consulted on its development needs and priorities. The Mayor outlined very eloquently projects the municipality has been implemented and completed in the previous financial year 2017/2018 and the projects that are planned and currently being implemented in the 2018/2019 financial year.



The following IDP Public Participation meetings and Mayoral IDP Izimbizo were held as follows:

HOSTING WARD	WARD ATTENDING	VENUE	DATE	TIME
1	1, 3, 7 & 8	Mnsonono Sports-field	19/10/2018	10h00
13	10, 11, 12, 13, 14 & 15	Ezimangweni Sports-field	25/10/2018	10h00
17	16, 17, 18 & 19	Nhlosana Sports-field	06/11/2018	10h00
2	2, 4, 5, 6 & 9	Wewe Sports-field	13/11/2018	10h00
6	6	Deda Sportsfield	03/05/2019	10h00

Table 15: Public/ Stakeholder Participation during IDP process

### **Cluster 1**

#### **Ward 1 at Mnsonono Sport field**

**Date: 19 October 2018**

WARD	ISSUES
1	When will Nhangwini, Pheyane hall project start and end? By Mkhe Cele
	When will water standby pipes be maintained because they always burst?
	Glendale and Fantweni have no electricity, no houses and no water when will the municipality assist them?
	At Mshinini: They have no water, water trucks are only available midnight only.
	Mshinini: They don't have electricity and there is none in the family to assist with woods to cook.
	They need a clarity on SASSA new cards.
	Mnsonono: They need a maintenance of crèche.
	IEC voting station is too far at Mnsonono they need a close by voting station
	They need a clarity on Housing infills as the survey was done by Sandile Gumede long time ago and it was not completely done.
	There is an issue with water if they calling water truck or smsing there is no response.

### **Cluster 2**

**Date: 25 October 2018**

**Ward: 16, 17, 18 and 19 at Nhlosana Sportfield**

WARD	ISSUES
16	Maintenance of Mantobello and Ehoqweni
	They need a bridge at Mnamane School
	Vodacom Network issue
	At Wosiyane: They need a clarity on electricity and housing infills.
17	Issue with the network

	What going on with pipes from Durban to kakhumalo to Dbn because still there is no water
	Maintanance of Meme ground
	Request for Clinic at Ezimpondweni, Mbuyeni
	Mondli at Mzunga requested bridge at Makhuluseni
	Request for Sport ground at Mzunga (Poles)
<b>18</b>	Water
	When will Houses at Maqadi start
	Electricity infills
	Request for bridge at Granny road
	MamDlamini requested that the municipality help her with the pole for electricity
	Nosipho Mdletshe: CoOp Support for craft work
<b>19</b>	Hlophe: Zamazama Youth Organisation they need municipality to assist them with more computers to train more youth
	Maintanance of Road from Mkhukhuze to Mantobello
	Assist schools with water

### **Cluster 3**

**Date: 06 November 2018**

**Ward: 09, 10, 11, 12, 13, 14 and 15**

<b>WARD</b>	<b>ISSUES</b>
<b>9</b>	Request for securities at halls for safety
	Police station doesn't serve all wards on time they only help mission
	Electricity infills for families that doesn't fall under 50metres
<b>10</b>	Clarity on school at Gonothini that was requested from 2013
	Request for Bus from Gonothini to Schools because schools are too far
	Water: there is no water truck to assist community with water
	Boreholes at Ntabaskop what to do with them?
	Issue with Illegal electricity
	Request for lightning conductors as in summer there is always thunderstorm
<b>11</b>	At Mwolokohlo: if there is storm even if it not heavy there is always a problem with electricity
	Mayor must visit schools to ensure safety in schools
	Safety programmes must be fasten as there is a high number of crime in the community
	Mwolokohlo: Water trucks doesn't go everywhere especially at Mashiyamahle area
	A clarity on EPWP job opportunities
	Has the Mayor did anything for matric results at Mashiyamahle that were hold by department of education from 2014?
<b>12</b>	At Mganwinini: there has been water before but in the past few weeks water just went off (what going on?)
	If there is Imbizo please make sure there is no political flags on the roads and nearby hosting venue because it confusing people
	A clarity on job opportunities for people over 35 years old

	Why all the SMMEs projects are given to people from NPS and people who are related to Councillors?
	Clarity on the dismissal on Mayor that was reported on newspapers
	Maintenance of local sportsgrounds must be the first priority
	Funds for funeral support they never received them in their ward they only get help from ward councillor
	Sanele project electricity of 8,5 million (where is that money as the project never started)
<b>13</b>	Clarity on EPWP work opportunities (how can others repeat the program)
	Electricity
	Houses
	Why others don't receive Bursaries?
	Uniforms for dress a child that usual happen in January must be given to learners who need it not principals because sometimes principals don't give it to the learners.
	Maintenance of Roads
	Clarity on Job opportunities at Boxer, Rage
	Ward councillor doesn't have time for people
	Water truck issues
<b>14</b>	Water
	House
<b>15</b>	At Mayekeni they need a clarity on water application
	When will those ward priorities start in ward 15 as nothing is happening in the ward
	Seme- New Road: the road is in the bad state especially if it raining community request for help on that
	What happened on the SCM policy about that 30% for locals
	Water truck has been scarce
	A clarity on Mthukutheli electricity

**Cluster: 4**

**Date: 3 May 2019**

**Wards: 2,3,4,5,6,7 and 8**

<b>WARD</b>	<b>ISSUES</b>
<b>2</b>	Clarity on Nsuze and Ntabakhathaza electricity
	How and who got the in-service training opportunities in the municipality question asked by Thabo
	Issue with water in Wewe
	Community members requested that Electricity Camp must be at Wewe
<b>6</b>	Follow up on the projects that were presented in the last Izimbizo
	How long does it takes to remove infrastructures that are useless to build new useful infrastructure
<b>4</b>	Ndwedwe municipality has the wrong information
	Hall at Ezimpangeleni need to be renovated
	Water issues
	They need Wi-Fi for NSFAS application and job opportunities

	Clarity on EPWP and CWP work opportunities, how do you apply for those jobs

**TABLE 16: PUBLIC PARTICIPATION MEETINGS**

## 1.2.4 PUBLIC MEETINGS

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

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

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

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

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

## 1.3 WARD COMMITTEES

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

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

### 1.3.1 FUNCTIONALITY OF WARD COMMITTEES

Functionality of Ward Committees					
Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
1	<b>CLLR S.B. SIBISI</b> <ul style="list-style-type: none"> <li>- Nokulunga C</li> <li>- Kholwani Dube</li> <li>- Zibuyile Mngadi</li> <li>- Zamantugwa Khumalo</li> <li>- Mygirl Mbonambi</li> <li>- Duduzile Gumede</li> <li>- Musawenkosi Jama</li> <li>- Patrick Mthethwa</li> <li>- Dlokwane N Nzuz</li> <li>- Thembinkosi Obed Cele</li> </ul>	Yes	10	10	4
2	<b>CLLR NDC MAPHUMULO</b> <ul style="list-style-type: none"> <li>- Welcome Ndimande</li> <li>- Melusi Ndimande</li> <li>- Nkosinathi Mkhwanazi</li> <li>- Nomkhosi Mzobe</li> <li>- Thandazile Nzama</li> <li>- Nonjabulo Mkhize</li> <li>- Philisiwe Mthembu</li> <li>- Phinda W Hlatshwayo</li> <li>- Thembani Gcabashe</li> <li>- Falakhe Nkuna</li> </ul>	Yes	10	10	4
3	<b>CLLR RM. CELE</b> <ul style="list-style-type: none"> <li>- Sicelo Shabalala</li> <li>- Mziwamandla Buthelezi</li> <li>- Lydia Masinga</li> <li>- Messy Maphumulo</li> <li>- Bheki Hlatshwayo</li> <li>- Thandekile Gumede</li> <li>- Nhlanhla Mthembu</li> <li>- Philangenkosi Cele</li> <li>- Phumelele Thwala</li> <li>- Wonderboy Ngcobo</li> </ul>	Yes	10	10	4
4	<b>CLLR MM. KHUZWAYO</b> <ul style="list-style-type: none"> <li>- Thobile Mavundla</li> <li>- Mzikayifani Dladla</li> <li>- Bhekumuzi Enock Shange</li> <li>- Vincent N Khuzwayo</li> </ul>	Yes	10	10	4

	<ul style="list-style-type: none"> <li>- Snenhlanhla Dube</li> <li>- Bhekumuzi Ngcobo</li> <li>- Thandiwe Myeza</li> <li>- Bhekumuzi Mavundla</li> <li>- Smangele Dladla</li> <li>Thobani Ndelu</li> </ul>				
5	<b>CLLR MN. GWAMANDA</b> <ul style="list-style-type: none"> <li>- Erick Makhanya</li> <li>- Kwazi Mkhize</li> <li>- Nozipho Sibisi</li> <li>- Sindisiwe Gwamanda</li> <li>- Zakhele Mthwana</li> <li>- Ndumiso Mnyaka</li> <li>- Teddy Mnguni</li> <li>- Nqobile Nkwakhwa</li> <li>Mgunyathi Makhanya</li> </ul>	Yes	10	10	4
6	<b>CLLR SE. DLADLA</b> <ul style="list-style-type: none"> <li>- Thamsanqa Maphumulo</li> <li>- Khethukuthula Mthembu</li> <li>- Nokuphila Dube</li> <li>- Bongwe Ngidi</li> <li>- Phillis Maphumulo</li> <li>- Thembi Ngcobo</li> <li>- Ntozini Dladla</li> <li>- Makhosazane Maphumulo</li> <li>- Ntozonke Maphumulo</li> <li>Zimisele Khanyile</li> </ul>	Yes	10	10	4
7	<b>CLLR B.J BLOSE</b> <ul style="list-style-type: none"> <li>- Matilda Ngcobo</li> <li>- Qaphela Ngcobo</li> <li>- Thembelani Mngoma</li> <li>- Sihle Mngadi</li> <li>- Sibusiso Luthuli</li> <li>- Vukani Luthuli</li> <li>- Musawenkosi Dladla</li> <li>- Nokuthula Xulu</li> <li>- Mzuvele Mavundla</li> <li>Slindile Mhlungu</li> </ul>	Yes	10	10	4
8	<b>CLLR SZ. MFEKA</b> <ul style="list-style-type: none"> <li>- Ntombeyiningi Maphumulo</li> <li>- Zanele Mfeka</li> <li>- Philani Khubisa</li> <li>- Mziwenkosi Mgobhozi</li> <li>- Sicelo Shange</li> <li>- Zamokuhle Zwane</li> <li>- Zandile Ngcobo</li> <li>- Nombuso Ncube</li> <li>- Sthembile Mngadi</li> <li>Simphiwe Zungu</li> </ul>	Yes	10	10	4
9	<b>CLLR TM. MASINGA</b> <ul style="list-style-type: none"> <li>- Vukani Mzila</li> </ul>	Yes	10	10	4

	<ul style="list-style-type: none"> <li>- Nkosinathi Ngcobo</li> <li>- Ndumiso Nzama</li> <li>- Londiwe Mbambo</li> <li>- Skhumbuzo Ngcobo</li> <li>- Bongeka Mzobe</li> <li>- Nkosinathi Ndlovu</li> <li>- Nonhlanhla Mkhize</li> <li>- Doctor Luthuli</li> <li>Mbuyiseni Dlamini</li> </ul>				
10	<b>CLLR M. NGIDI</b> <ul style="list-style-type: none"> <li>- Skhumbuzo Cele</li> <li>- Bhekokwakhe Cibane</li> <li>- Maria Mchunu</li> <li>- Kate Doli Ngcobo</li> <li>- Mpilo Eunice Makhathini</li> <li>- Khanyisile Gumbi</li> <li>- Gcinokwakhe Mabaso</li> <li>- Thulisile Ngcobo</li> <li>- Mxolisi Ngcobo</li> <li>Lynette Ngcobo</li> </ul>	Yes	10	10	4
11	<b>CLLR M. MTHETHWA</b> <ul style="list-style-type: none"> <li>- Themba P Ngcobo</li> <li>- Sizakele Phewa</li> <li>- Zukiswa Mdluli</li> <li>- Lindokuhle Mdimma</li> <li>- Thulisile P Gumede</li> <li>- Ntomifuthi Ngidi</li> <li>- Ntuthuko Ngobese</li> <li>- Fikani N Khumalo</li> <li>- Mlungisi Mngadi</li> <li>Khumbulani Nduli</li> </ul>	Yes	10	10	4
12	<b>CLLR LM. NDLOVU</b> <ul style="list-style-type: none"> <li>- Maxwell Chili</li> <li>- Richman Ngwane</li> <li>- Nokuthula Khuzwayo</li> <li>- Nonhlanhla Dube</li> <li>- Khayelihle Mkhize</li> <li>- Thamsanqa J Mhlongo</li> <li>- Thokozile N Mnyandu</li> <li>- Andries Nkwanyana</li> <li>- Langalakhe Ngwane</li> <li>Cordelia T Manqele</li> </ul>	Yes	10	10	4
13	<b>CLLR M.K. NKOSI</b> <ul style="list-style-type: none"> <li>- Sibusiso Mnguni</li> <li>- Nompumelelo Sithole</li> <li>- Sifiso Gumede</li> <li>- Lindiwe Mbatha</li> <li>- Millicent Zuma</li> <li>- Nondumiso Meyiwa</li> <li>- Sibusiso Chili</li> <li>- Nontobeko Shangase</li> <li>- Zamani Mchunu</li> <li>Bavumile Magwaza</li> </ul>	Yes	10	10	4

14	<b>CLLR L.G. NGCOBO</b> <ul style="list-style-type: none"> <li>- Julius Makhanya</li> <li>- Zibuse Ngcobo</li> <li>- Mthokozisi Dube</li> <li>- Thembeke Mlangeni</li> <li>- Rose Bhengu</li> <li>- Thobeka Mzobe</li> <li>- Mpume Khanyile</li> <li>- Sanele Zungu</li> <li>- Khayelihle Sibisi</li> </ul> Nomthandazo Khati	Yes	10	10	4
15	<b>CLLR P.S. SHEZI</b> <ul style="list-style-type: none"> <li>- Bongani Mdimba</li> <li>- Thembekile Dlomo</li> <li>- Nomonde Dingile</li> <li>- Elias Kubheka</li> <li>- Mandlenkosi Cele</li> <li>- Innocent Mkhize</li> <li>- Phumelele Mpanza</li> <li>- Bonginhlanhla Sithole</li> <li>- Zanele Khuzwayo</li> <li>- Zwelakhe Hlophe</li> </ul>	Yes	10	10	4
16	<b>CLLR D.M. GOQO</b> <ul style="list-style-type: none"> <li>- Mzophetho Ngcobo</li> <li>- Simangele Ndlovu</li> <li>- Mpikiswano Maphumulo</li> <li>- Thembinkosi Simamane</li> <li>- Enock Nzama</li> <li>- Thulisile Maphumulo</li> <li>- Thembisio Madondo</li> <li>- Bongiwe Nzama</li> <li>- Gqibeni Gcabashe</li> </ul> Cebolozakha Luthuli	Yes	10	10	4
17	<b>CLLR V.M.R. MAGUBANE</b> <ul style="list-style-type: none"> <li>- Celiwe Bhengu</li> <li>- Mlungisi Mthembu</li> <li>- Lindiwe Shangase</li> <li>- Sakhile Mthiyane</li> <li>- Zibuyile Smamane</li> <li>- Banothile Mgobhozi</li> <li>- Philile Dube</li> <li>- Bheki E Shabane</li> </ul> Quietness Bhengu	Yes	10	10	4
18	<b>CLLR L.Z. MAKHANYA</b> <ul style="list-style-type: none"> <li>- Celiwe Khumalo</li> <li>- Sicelo Mbatha</li> <li>- Thandekile Shangase</li> <li>- Zibuyile Khuluse</li> <li>- Lucky Moahloli</li> <li>- Dumisile Gumede</li> <li>- Senzosini Gumede</li> <li>- Phindile Mthembu</li> <li>- Nokuthula Mbatha</li> </ul> Busisa Shezi	Yes	10	10	4



19	<b>CLLR P.S. GOBA</b> <ul style="list-style-type: none"> <li>- Dumisani Nzama</li> <li>- Khayelihle V Hlophe</li> <li>- Manqoba Mthethwa</li> <li>- Senzeni Nene</li> <li>- Mkhumbi Lushozi</li> <li>- Fikile Msomi</li> <li>- Zakhona Gumede</li> <li>- Sibongiseni Goba</li> <li>- Nomfundo Phakathi</li> <li>Lindiwe Hlophe</li> </ul>	Yes	10	10	4
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Table 17: **Functionality of Ward Committees**

### 1.3.2 WARD BASED PLANS

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

PROJECT DESCRIPTION	WARD	PRIORITY
Dabeka Access Road	1	1
(Nhlangwini Access Road)	1	2
Glendale Cemetery	1	3
Glendale Community Development Centre	1	4
Mnsonono Housing	1	5
Doringkop Housing	1	6
Nhlangwini Hall Renovation	1	7
Pheyane Access Road	1	8
<b>WARD 2</b>	<b>WARD</b>	<b>PRIORTIY</b>
<b>Water</b>		
Electricity	2	1
Dalibho CDC	2	2
Access Roads Re-Gravelling: Nene; Mwandla, Busani, Mhlongo – NtabaP; Cibane ,Nzuza; Ensimbini to Mdletsheni, Mazombe.	2	3
Nsuze Sport ground Renovations	2	4
Wewe Clinic	2	5
Speed humps at Nsuze and Shelembe (Done)	2	6
Road: D1518, D1619- D2490	2	7
Vulamehlo, Gcwensa, Creches, Dalibho	2	8
Housing	2	9
Mabutho Hall	2	11
Skills Development	2	12
Agricultural Development and Youth Development	2	13
Tourism Development	2	14
Sanitation Infill	2	15

CoOp Support	2	16
Grazing Camp	2	17
<b>WARD 3</b>	<b>WARD</b>	<b>PRIORITY</b>
Housing	3	1
Land	3	2
Water fall Sportfield	3	3
Water (Glendale)	3	4
Waterfall Primary School Access Road	3	5
Mthombisa Access Road	3	6
Glendale Access Road	3	7
Nyangaye Access Road	3	8
Agriculture: Village	3	9
Mthombisa CDC	3	10
Cemetery	3	11
Community Clinic	3	12
Waterfall Creche	3	13
<b>WARD 4</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	4	1
Mandlakazi Sportground	4	2
Ngcongcongga Community Development Centre	4	3
Access Roads: Mahlashaneni, Myayiza, KwaNgubo, Ensimbini, Mlwandle	4	4
Creches: Ezikoshini, Ovanzini, Mandlakazi, Izimpangele	4	5
Halls Renovations at: Chibini, Ezimpangeleni, Sgedleni, Mjota, Mandlendlovu	4	6
Creche Renovations: Mandlendlovu, Ezimpangeleni, Chibini	4	7
Sportfield: Chibini, Mandlakazi, Izimpangele, Ovanzini,	4	8
Community Gardens	4	9
Dipping Tanks Renovations: Kwandevu, Izimpangele, Chibini, Mbutho, Mlwandle	4	10
Mgobhozini Pedestrian Bridge	4	11
Mlamula Housing Phase 2	4	12
<b>WARD 5</b>	<b>WARD</b>	<b>PRIORITY</b>
Access Roads: Nambithane Wolongo and Mahlabathini,	5	1
Renovation: KwaDeda Hall, Electricity Tubing of Nambithani Hall	5	2
Electricity Reconnection of Deda Sportground	5	3
Housing: Mlamula Phase 2	5	4
Ezichwayini Creche	5	5
Infills: Electricity and Sanitation	5	6
Agricultural Cooperative Development	5	7
<b>WARD 6</b>	<b>WARD</b>	<b>PRIORITY</b>

Access Roads: Mabheleni, Noordsberg, Zichwayini. Matshekesheni, Qhubakahle, Mkhuzi, Zichwayini, Phambela, Simunye,	6	1
Noordsburg Multi-Functional	6	2
water	6	3
Sanitation	6	4
Road: D1523 D 889	6	5
Agricultural Cooperation	6	6
SportGround: Qhubakahle	6	7
Matshekesheni Primary School	6	8
Bhamshela Town Development	6	9
Electricity infill projects	6	10
<b>WARD 7</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	7	1
Zesuliwe Access Road	7	
Housing	7	2
Etsheni and Mdanda Access Road	7	3
Mary Grey Creche	7	4
Sanitation	7	5
Luthuli Hall Renovation	7	6
Etsheni Bridge, Hlalakahle sportfield, Zakhele sportfield,	7	7
Creches: Zakhele creches, Gogovuma crèche,	7	8
Roads: Gogovuma, Mangqekeni, D891, Mavundla road joining Maphumulo, D1617.	7	9
Clinic: Luthuli clinic	7	10
Fencing: Ezigodini, Vuthwane, Faya.	7	11
Library	7	12
Signage at Mary Grey	7	13
<b>WARD 8</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	8	1
Water	8	2
Housing	8	3
Umhlali Foot Bridge	8	4
Access Road: Ethafeni, Ntabamhlophe, Tsheni and Maqongqwane and Mngoma, Makhalegijima	8	5
Mcathu Sportfield	8	6
Creches: Masibumbane , Thokozani,	8	7
Hall Manitanance, Qinisani Market Stalls	8	8
Hospice at Mazibuko	8	9
Toursim Development	8	10
Speed humps at Mazibuko	8	11
<b>WARD 9</b>	<b>WARD</b>	<b>PRIORITY</b>
Nondabula Hall	9	1
Access Roads: Nembeni, Njabulo, Thusi, Cuba, Sibhebheni, Shlwini, Jomo, Makhotha, Mamayaba Roads	9	2
Electricity	9	3

Creches: Montobello, Nondabula, Ozwathini and Nhlankakazi Creche	9	4
Sportfields: Khanyisa, Sotobe and Goge	9	5
Business Centre	9	6
Ozwathini CDC	9	7
Housing	9	8
Sanitation	9	9
<b>WARD 10</b>	<b>WARD</b>	<b>PRIORITY</b>
Hall (Ntabaskop)	10	1
Market Stalls (Magongolo)	10	2
Bridge (Maqokomela)	10	3
Hall (Dikwayo)	10	4
Sportfield ( Dikwayo)	10	6
Grazing Camp (Magongolo)	10	7
Access Road (Nkumbanyuswa)	10	8
Access Road (Magongolo , Vilakazi)	10	9
Access Road ( Magongolo, Esgodini)	10	10
3Access Road Magongolo (Magongolo to Dikwayo)	10	10
<b>WARD11</b>	<b>WARD</b>	<b>PRIORITY</b>
<b>ACCESS Roads:</b> Mwolokohlo Clinic to Esithupha, Mwolokohlo to Sjoti,Ntuli to Sokhela, Ngidi to Ntathakusa school	11	1
<b>Access Roads</b>	11	2
Creche: Ezibomvini and Sanguphe	11	3
Community Library	11	5
Mayika Sport Ground	11	6
Matholamnyama bridge	11	7
Renovation of Matholamnyama Sport Ground	11	8
Renovation of Thabang Luthuli Hall	11	9
Sonkombo Hospice	11	10
Fencing of Community Gardens	11	11
Siyavuna Agricultural Development	11	12
Industrial Development	11	13
Co-Operatives Support	11	14
Heritage Site: Sonto	11	15
Nozandla Tourism	11	16
<b>WARD 12</b>	<b>WARD</b>	<b>PRIORITY</b>
Hloniphani Multi-Purpose Centre		1
Hloniphani Access Road to KaMsomi, Mganwini to Enkwalini, Mpisini to P714, Ekohlwa Access Road, Isithupha Road	12	2
P715 Tar Road (From Cell C to Noodrburg Road)	12	3
12 5		
Bridges: Mgezengwana bridge	12	4
Solar Gysers	12	7
Streetlights	12	8
Mthebeni, Zibomvini, Hloniphani, Khohlwa, Nkwambase, Mgezengwane, Ngedleni, Mqwayini Creches	12	9

Khohlwa Community Hall	12	10
Kwambase Clinic	12	11
Mgqwayini Primary School	12	12
Mthebeni Sportfield	12	13
Nkwambase sportfield	12	14
Hloniphani sportfield	12	15
Ngedleni sportfield	12	16
Tourism Development	12	17
Housing (Qadi)		
<b>WARD 13</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity at Lihlithemba	13	1
Electricity infills	13	2
Nhlabamkhosi to Ngcongo regravelling	13	3
Nhlabamkhosi to Epitsini regravelling	13	4
Ntaphuka to Nqakathela school regravelling	13	5
D1601 (Mbeki Tuck shop to Jikeni Tar)	13	6
Inhlabamkhosi Bridge (Concrete Steep)	13	7
Masango Creche and Preschool	13	8
Vumizono Steep Concrete (Mona Road)	13	8
Mandlenkosi L P School	13	9
Inhlabamkhosi Creche	13	10
Housing	13	11
Esihlahleni, Emakhawula and Entaphuka Hall		
<b>WARD 14</b>	<b>WARD</b>	<b>PRIORITY</b>
Mthebeni Sport filed	14	1
Electricity	14	2
Toilets	14	3
Toilets infill	14	4
Edabe Creche	14	5
Nompande sportfield	14	6
Mthebeni Bridge	14	7
Mthebeni Creche	14	8
Edabe Road	14	9
School (Msunduze/ Bhanoyi)	14	10
<b>WARD 15</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity ( type 1 and 2)	15	1
Mthukutheli CDC	15	2
Access Roads: Regravelling: Zondo Access Road, Mzileni, KaPhewa Access Road, Mnguni Road, Nhlabathi Acces Road	15	3
Mzamo Creche, Sbonginhlanhla Creche	15	4
Housing	15	5
Sanitation	15	6
P713	15	7
Agricultural Development	15	8
KwaManzi Sportfield	15	9

KwaLanga Sportfield	15	10
Ndwedwe Central Swimming Pool Academy	15	11
Cemetery Road (Mzokhulayo) Regravelling and concrete	15	12
Mayekeni Road Regravelling	15	13
Indoor Sport Center	15	14
Ndwedwe Art Centre	15	15
Fish Farming	15	16
Renovations Nombika Sport field, Regional Sport field and Mzokhulayo development centre	15	17
Nursery of traditional plants	15	18
Ndwedwe Town Development	15	19
Cricket Sport Field	15	20
Ndwedwe Fire Station	15	21
Mpungeni creche	15	22
Madimeni creche	15	23
Solar Gersey	15	24
Emona Dipping tank	15	25
<b>WARD 16</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	<b>16</b>	1
Sanitation (Infill)	<b>16</b>	2
Water	<b>16</b>	3
Umsilili Hall, Meyane Hall	16	4
Uqeko Bridge, Hoqweni Bridge, Msilili Bridge, Nonoti, Mahedeni bridge	16	5
Access Roads: Chameni, Mahedeni, Dlayejwana, Mnamani, Mbhukubha , Nonoti, Ediphini to Ntendeni, Mgezanyoni,Gade	16	6
Housing Phase 2	16	7
Fencing of Community Gardens and Grazing Camps (Malangeni, Cibane and Wosiyane)	16	8
Renovationns: Siphesihle, Gweni Hall, Cibane Creche,	16	9
P716, D1604, D1512	16	10
Msilili Creche construction	16	11
Ndaka and Nobanga Sportground	16	12
Cibane Hall	16	13
Msilili and Wosiyane CDC	16	14
Renovation of Cibane sportground	16	15
Msilili Clinic		
<b>WARD 17</b>	<b>WARD</b>	<b>PRIORITY</b>
Water	17	1
Mdloti Bridge	17	2
P1706 Road construction	17	3
Access Roads: Jojweni, Gudlintaba, Sxubhelo, KwaChili	17	4
DOT Roads: L3810, L3811	17	5
Mzunga CDC, Khumalo CDC, Chili CDC	17	6

Hall Renovations: Sphamandla, Ezimpondweni, Jojweni, Dulini	17	7
Housing (Chili- Khumalo- Ngcolosi)	17	8
Jojweni School	17	9
Renovations of Sportground: Mathonsi, Dulini, Khumalo, Jojweni	17	10
Agricultural Garden	17	11
Pension Pay Point: Chili, Mathonsi	17	12
Gudlintaba, Shangase Grazing Camp	17	13
Gudlintaba Dipping Tank	17	14
<b>WARD 18</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity	18	1
Water	18	2
Housing	18	3
KwaLoshe Game Reserve	18	4
Thafamasi Pay Point	18	5
Makhuluseni Cattle Grazing Camp	18	6
Makhuluseni and Mission Netball Fields	18	7
Bridges: Makhuluseni to KwaShangase	18	8
Ndwedwe Mission Soccer field	18	9
Renovation of Makhuluseni and KwanoVimba Deeping Tanks	18	10
KwaNovimba Access Road Regravelling		11
D1512 Road Construction		12
Renovation of KwaShangase Hall	18	13
Renovation: Thafamasi Crèche	18	14
Regravelling of Ngonyameni Access Road	18	15
Thafamasi CDC/ Crèche Renovation	18	16
Thafamasi CDC Security Provision	18	14
<b>WARD 19</b>	<b>WARD</b>	<b>PRIORITY</b>
Electricity / Solar Geyser	19	1
Mantingwane Primary Electricity	19	3
Sanitation		4
Mangangeni, Hlophe, Hlomantethe, Hlophe Creche	19	5
Mahedeni Bridge	19	6
Access Roads: Mantshunguntshu and Zishozini, Mqedi	19	7
Hall Renovations: Sgedleni, Smamane, Nhlankazi, Mangangeni Business Centre	19	8
Mkhukhuze Skills Training Centre	19	9
Agricultural Cooperative Development	19	10
Tourism Development	19	11

**TABLE 18: WARD PRIORITIES**

## 1.4 IDP PARTICIPATION AND ALIGNMENT

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

<b>IDP Participation and Alignment Criteria*</b>	<b>Yes/No</b>
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 19: IDP Public Participation Alignment*

## **1.5 DISASTER RISK REDUCTION AND MANAGEMENT**

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

### **1.5.1 LEGISLATIVE FRAMEWORK**

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

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

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

- causes or threatens to cause:



- 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.

### **1.5.2 RISK REDUCTION AND PREVENTION**

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

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

### **1.5.3 RESPONSE AND RECOVERY**

As required by the disaster management legislation, the District must play its meaningful role as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities. Once assessments are conducted, the District Issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plan to ensure the high state of readiness during all seasons.

### **1.5.4 EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS**

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

## **1.5 WASTE MANAGEMENT**

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

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

### **1.5.1 WASTE COLLECTION AND TEMPORARY STORAGE WITHIN THE NDWEDWE MUNICIPALITY**

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

<b>Section of NEM:WA</b>	<b>Description</b>	<b>Status</b>
<b>Section 11</b>	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.
<b>Section 10 (3)</b>	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act	There is a designated Waste Management Officer in Ndwedwe Local Municipality.
<b>Section 60 &amp; 63</b>	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 2018/2019 financial year.

*Table 20: 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:

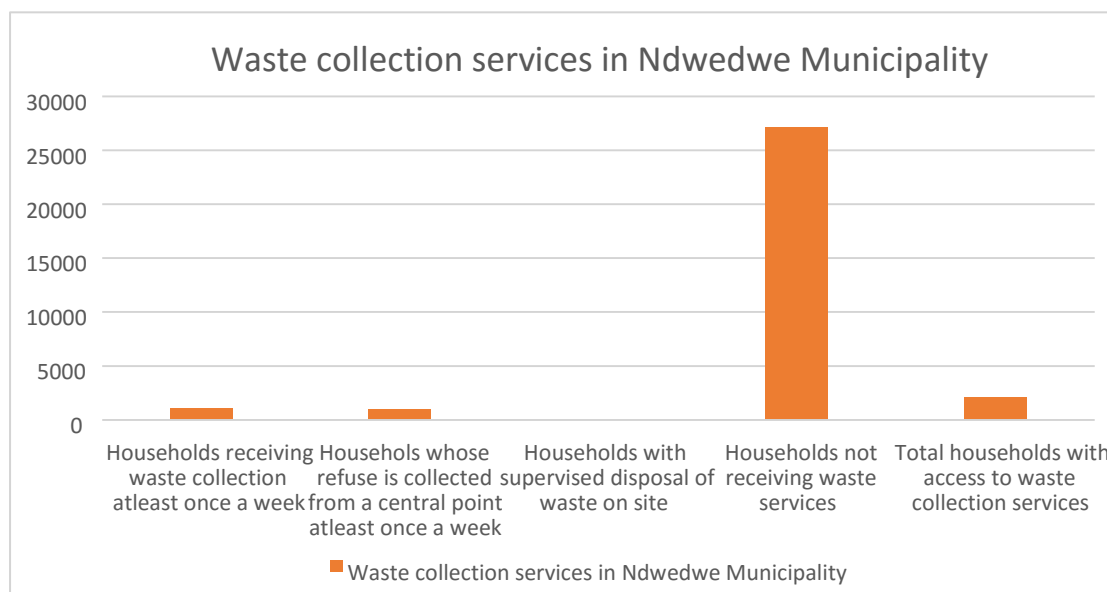


Figure 6: A graph representing the provision of waste management services in Ndwedwe Local Municipality (information adapted from Census, 2011)

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

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

Goal	Description	Targets 2016	Ndwedwe Municipality Status Quo
<b>Goal 1</b>	Promote waste minimisation, re-use, recycling and recovery of waste.	<ul style="list-style-type: none"> <li>▪ 25% of recyclables diverted from landfill sites for re-use, recycling or recovery.</li> <li>▪ All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes.</li> <li>▪ Achievement of waste reduction and recycling targets set in IWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries</li> </ul>	<ul style="list-style-type: none"> <li>▪ No waste minimisation, reuse, recycling and recovery programme is currently in place within Ndwedwe Municipality.</li> <li>▪ The Ndwedwe Municipality is currently planning the establishment of a waste buy-back centre towards recycling</li> <li>▪ The Municipality to explore recycling opportunities and seek partnerships with private sector</li> <li>▪ Ndwedwe Municipality to support its local recyclers in their recycling opportunities.</li> </ul>
<b>Goal 2</b>	Ensure the effective and efficient delivery of waste services.	<p>95% of urban households and 75% of rural households have access to adequate levels of waste collection services.</p> <p>80% of waste disposal sites have permits.</p>	<p>Approximately 20 % of households within the Municipality receive basic waste collection services</p> <p>Ndwedwe to extend the services to rural areas.</p>

<b>Goal 3</b>	Grow the contribution of the waste sector to the green economy.	<p>69 000 new jobs created in the waste sector</p> <p>2 600 additional SMEs and cooperatives participating in waste service delivery and recycling</p>	<ul style="list-style-type: none"> <li>▪ No permanent jobs has been created within the Municipality.</li> <li>▪ Temporary jobs though EPWP have been created within the Municipality</li> </ul>
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				<ul style="list-style-type: none"> <li>No SMEs or cooperatives participating yet.</li> </ul> <p>Ndwedwe Municipality to create job opportunities under waste management</p>
<b>Goal 4</b>	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.	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Approximately 20 % awareness campaigns have been undertaken throughout Municipality</li> <li>20 % of schools within the Municipality are currently implementing waste awareness programmes</li> </ul> <p>There is a need for the municipality to strengthen its education and awareness campaign to ensure sustainability in the programme.</p>
<b>Goal 5</b>	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	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Ndwedwe Municipality has finalised its IWMP in 2017</li> <li>Currently no waste quantification systems that</li> </ul>

		report to SAWIS have waste quantification systems that report information to WIS.		report information to WIS is currently in existence.
<b>Goal 6</b>	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.
<b>Goal 7</b>	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.
<b>Goal 8</b>	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 21: 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.

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

Table 22: 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 23: 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 24: Showing Ndwedwe Waste Management Programmes

### 1.5.3 IMPLEMENTATION OF NDWEDWE INTEGRATED WASTE MANAGEMENT PLAN

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

Target	Actions	2018	2019	2020	2021	2022
Waste collection and transportation	Ensure 100% collection in rural and informal areas				X	
	Random collection monitoring to improve service quality	X				

	Extending entrepreneur programme to unserviced rural areas	X				
	Establish central collection nodes			X		
	Community entrepreneurs to be supported on collections in certain wards	X				
	Establish waste co-operatives in areas with no community entrepreneurs			X		
	Municipality to develop a core collection capacity in the Municipality		X			
	Provide bin liners to households in higher density areas				X	
	Develop waste transporter and waste handler database.		X			
<b>Waste minimisation, recycling and reduction</b>	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			
<b>Waste treatment, disposal, including regionalisation</b>	Establish composting initiatives within the Municipality.		X			
	Establish composting initiatives at transfer stations			X		
<b>Waste management information</b>	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				
<b>Institutional capacity</b>	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
<b>Financial arrangements</b>	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				
<b>Monitoring and compliance</b>	Compliance monitoring	X				
	Establish Public feedback loop	X				
	Appoint and capacitate staff to enforce waste By-Laws		X			

Table 25: Integrated Development Plan implementation plan

## COMPONENT D: CORPORATE GOVERNANCE

Corporate Governance is the set of processes, practices, policies, laws and relationships affecting the Manner in which an institution is directed, administered or controlled.

### 1.1 AUDIT UNIT

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

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

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

### 1.2 RISK MANAGEMENT

Section 62(i) (c) of MFMA requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management. The Ndwedwe Municipality is assisted by the ILembe District Municipality through a shared services arrangement to assist in mitigating risks.

### **1.3 SUPPLY CHAIN MANAGEMENT**

The Municipality has a Supply Chain Management (SCM) Policy in place which complies with National Treasury guidelines. The policy outlines the processes to be followed when procuring any goods or services. The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

Prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue reminder to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities

The Municipality annually holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

Quotations for transactions below R 30,000 are solicited from entities listed on the database according to their areas of specialization/commodities. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process. The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

### **1.4 BYLAWS**

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

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

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

## 1.5 POLICIES

In order ensure that the municipality functions to a standard that is expected for greater service delivery, it has adopted the following policies:

POLICIES ADOPTED AT NDWEDWE MUNICIPALITY	ADOPTED (YES/NO)
• Employment Policy	Yes
• Recruitment, selection, appointment and probation	Yes
• Working days and hours of work	Yes
• Staff Retention Strategy	Yes
• Leave policy	Yes
• Employment Assistance Programme	Yes
• Benefits and Allowances	Yes
• Salary Increments and Allowances	Yes
• Incapacity code Disciplinary procedures and procedures	Yes
• Grievance Procedure	Yes
• Employment Equity	Yes
• Skills Development	Yes
• Asset Management policy	Yes
• Fixed Asset Management policy	Yes
• Petty Cash procedure	Yes
• Indigent Support policy	Yes
• Creditor Payment procedure	Yes
• Risk Assessment	Yes
• Revenue Enhancement Strategy	Yes
• Cell phone Policy	Yes
• Records Management Policy	Yes
• Bereavement Policy	Yes
• Information and Communication	Yes
• Technology Framework	
• Burial Policy	Yes

TABLE 26: POLICIES

## 1.6 WEBSITE

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

<b>Municipal Website: Content and Currency of Material</b>		
<b>Documents published on the Municipality's / Entity's Website</b>	<b>Yes / No</b>	<b>Publishing Date</b>
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 27: DOCUMENTS PUBLISHED

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

# CHAPTER 3: SERVICE DELIVERY PERFORMANCE (ANNUAL PERFORMANCE REPORT)

## 1.1 EXECUTIVE SUMMARY

This section highlights the performance achievements, challenges and measures taken to improve municipal performance during the 2018/2019 financial year.

The annual performance report includes key performance areas (KPA) which forms part of the IDP 2018/2019. These KPAs have been included in the municipal scorecard for 2018/2019 financial year. It also presents the year end performance results for 2018/2019, the Scorecard which is the excel spreadsheet is attached hereto. The report is based on the narrative form as per the National key performance areas as follows:

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

## 1.2 PERFORMANCE MANAGEMENT SYSTEM PROCESSES

The Organisational Performance Framework must be reviewed annually and adopted. The Ndwedwe Framework was reviewed and adopted by Council on 29 May 2019. Organisational Performance forms an integral part of the implementation of the Integrated Development Plan (IDP) operational plans that are monitored and progress is reported annually against the targets set out as well as challenges experienced during the 2018/2019 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 are 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

### 1.3 PERFORMANCE AND SUPPORTING INFORMATION

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

### 1.4 ORGANISTIONAL PERFORMANCE PER NATIONAL KPA

The performance reporting at Ndwedwe Local Municipality is in line with the six (6) National KPAs and also focuses on section 46 of the Municipal systems Act requirements.

The table below indicates the Ndwedwe municipality's organisational performance compared to previous years are as follows:

FINANCIAL YEARS	TARGET MET	TARGET NOT MET	TOTAL KPI's
2018/19	109	39	148
2017/18	92	22	114

Table 28: Comparative Target Achievement Information

#### KPA 1: Municipal Institutional Development and Transformation

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

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

#### 2018/2019

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

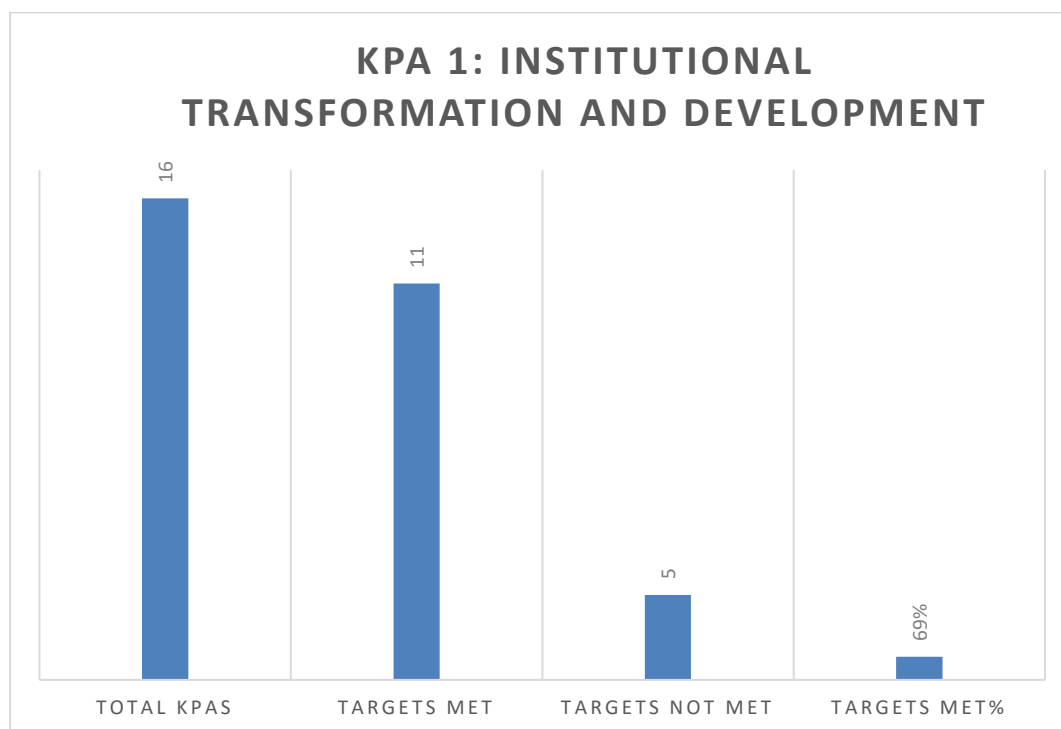
#### 2017/2018

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
Institutional Transformation & Development	11	9	2	81%

Table 29: KPA 1: Performance of targets



The graph below illustrates the performance of the KPA 1.



Graph 1: Performance of the KPA 1

## PERFORMANCE HIGHLIGHTS

- The municipality has advertised and filled in 25 vacant positions.
- The organisational structure was prepared and adopted by Council.
- The ICT unit implemented a functional Biometrics system and 12 biometrics reports.
- A total of 12 Human Capital Developments Trainings was conducted for employees and Councillors
- A total of 65 employee and students were granted study bursaries
- A total of 14 interns were recruited.
- The employment equity plan was prepared and adopted by the Human Resources unit.
- Cascade individual performance management to managers, 3 senior managers signed their performance agreements.
- A total of 3 EWP campaigns were conducted for employee wellbeing programmes.
- A total of 3 reports were submitted for conduct bi-annual municipal data recovery
- A total of 12 Ctrack reports was submitted
- Cameras were installed in 2 municipal plants
- A total of 33 municipal vehicles were branded.

## CHALLENGES

- Ref CS-02-18/19: There were 8 policies instead of 10 policies that was prepared and adopted to align with legislative amendments which was approved by Council. The two policies will be reviewed in the new 2019/2020 financial year.

- Ref CS-09-18/19: There is no internal capacity in the Human resources Unit for cascading the PMS.
- Ref CS-10-18/19:- Due to budget constraints only 3 campaigns were held not 4.
- Ref CS-11-18/19:- The Service provider was appointed in the 4th quarter therefore, the reporting was done only for the last 3 months.
- Ref CS-16-18/19: The Service provider was appointed in the 4th quarter therefore, the reporting was done only for the last 3 months.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref CS-02-18/19: – The two policies will be reviewed in the new financial year.
- Ref CS-09-18/19:- To be done in the 2019/2020 new financial year with assistance from the IGR-KwaDukuza Local Municipality.
- Ref CS-10-18/19:- This project has been budgeted for in the 2019/2020 new financial year.
- Ref CS-11-18/19:- All monthly reports will be submitted on-time in the new 2019/2020 financial year.
- Ref CS-16-18/19: - All monthly reports will be submitted on-time in the new 2019/2020 financial year.

## KPA 2: BASIC SERVICE DELIVERY

One of the core functions of the municipality is to ensure and facilitate the provision of sustainable infrastructure delivery in order to eradicate backlogs.

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

### 2018/2019

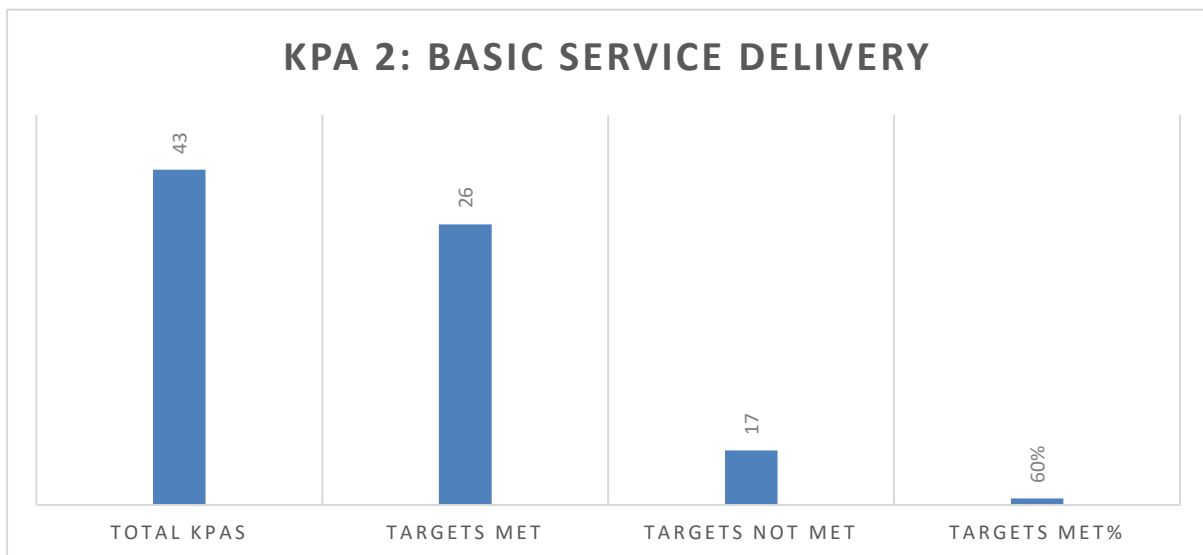
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Basic Service Delivery	45-2(N/A)=43	26	17	60%

### 2017/2018

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
BASIC SERVICE DELIVERY	24	17	7	70%

Table 30: KPA 2: Performance of targets

The graph below illustrates the performance of the KPA 2.



Graph 2: Performance of KPA

#### 6.2.1 PERFORMANCE HIGHLIGHTS

- To ensure and facilitate the provision of sustainable infrastructure in order to eradicate backlogs.
- The Construction of Dabeka access road 2km has been completed target has been met.
- Nambithane Access Road, service provider has been appointed target has been met.
- Ward 11 Nkalangwe access road project 100% completed.
- Kwanovimba access road, service provider has been appointed target has been met
- Chamani access road, service provider has been appointed target has been met.
- Mwolokohlo to Sthupha access road project has been advertised target has been met
- Ethafeni access road, project has been advertised target met.
- Zesuliwe access road the project has been advertised target has been met.
- Gudlintaba access road, project has been advertised target has been met.
- Emona Community Hall, construction completed (building/structure, plumbing) target met.
- Mangangeni CDC the project has been advertised target has been met.
- Electrification Onyazini and Khenana project is achieved.
- Electrification Mcathu, construction completed - (site establishment, clear and grub, pole excavation & plantation) target has been met.
- Electrification in Amabutho construction completed - (commissioning, energizing by Eskom of 129 Households) target has been met.
- Electrification at Mary Grey Construction completed - (commissioning, energizing by Eskom of 129 households) target has been met.
- The Construction of High Mast Lights in Ward 01, Construction Completed - (Commissioning, 16 High Mast Lights Connected) target has been met
- Nhlangwini Sport Field, Construction completed - (roof building, plumbing), target has been met.
- Hloniphani Hall Project Is 100% completed target has been met.
- Ntabakhathaza Access Road project is 100% completed target met.
- Nhlabamkhosi Access Road project is 100% completed target has been met.
- Noorsburg Access Road the project has been completed target has been met.
- Nondabula Hall Project Is 100% completed target has been met
- Installation of backup generator for electrification, appointed service provider, supply and installation of backup generator for electrification completed.

- Local sport facilities grass cutting, 30 local sport fields completed target has been met.
- Ndwedwe Public Library Renovations service provider has been appointed target met.

### 6.2.2 CHALLENGES

- Ref Ts-07-18/19- Waterfall Sport Field-construction activity not complete - earthworks, fencing. delays in the SCM appointment of the contractor.
- Ref Ts-12-18/19- Siyathokoza Hall & Creche-Construction activity not complete - building/structure, plumbing. delays in the SCM appointment of the contractor.
- Ref Ts-21-18/19-Construction of Technical Services Depart. Delays in the SCM appointment of the contractor.
- Ref Ts-24-18/19 – Mandlakazi Sport Field project is not achieved; service provider was terminated due to non-performance.
- Ref Ts-27-18/19- Sonkombo Sport Field Project is not achieved. construction not complete - soccer field, services (water) and rehabilitation of existing buildings. Project Delayed due to additional project activities identified by department of sport & recreation.
- Ref-Ts-29-18/19- Nondwengu Hall And Crèche - Construction not complete - building, plumbing, parking. project delayed due to heavy floods and some parts of the facility were damaged.
- Ref Ts-30-18/19 - Ndwedwe/Bhamshela Street Lights project was not achieved. The iLembe District was allocated funding for the same project. which would have been a duplication.
- Ref Ts-31-18/19 - Mary-Grey Sport Centre Completion - intention to appoint advert however delay in SCM processes. Therefore, the service provider will be appointed in new financial year.
- Ref Ts-36-18/19 - Rehabilitation of Mthebeni Road - intention to appoint advert however delay in SCM processes. Therefore, The Service Provider will be appointed in new financial year.
- Ref Ts-37-18/19 - Rehabilitation Febe Road - Intention to appoint advert however delay in SCM processes. Therefore, The Service provider will be appointed in new financial year.
- Ref Ts-38-18/19 - Bhamshela Thusong centre renovation - intention to appoint advert however delay in SCM processes. Therefore, the Service provider will be appointed in new financial year.
- Ref Ts-39-18/19 - Johny Makhathini Hall Renovation, bid document has been compiled, due to budget constraints the target was not met.
- Ref Ts-41-18/19 - Sgedleni Hall Renovation, bid document has been compiled, due to budget constraints the target was not met.
- Ref Ts-42-18/19 - Wewe Hall Renovation, bid document has been compiled, due to budget constraints the target was not met.
- Ref Ts-43-18/19- - Noorsburg Hall Renovation, bid document has been compiled, due to budget constraints the target was not met.
- Ref Ts-44-18/19- Thafamasi Hall Renovation, bid document has been compiled, due to budget constraints the target was not met.
- Ref Ts-45-18/19- Epwp Waste Management target was not. due budget constraints only 76 targets were met.

### 6.2.3 MEASURES TO IMPROVE PERFORMANCE

- Ref Ts-07-18/19 – Project Monitoring to ensure that activities completed in Q2 2019-20.
- Ref Ts-12-18/19- Project monitoring to ensure that activity is completed Q1 2019-20
- Ref-Ts-21-18/19- Project monitoring to ensure that activities completed in Q2 2019-20.
- Ref Ts-24-18/19 - In the process of appointing new service provider to complete the project.
- Ref-Ts-27-18/19- The project will be completed in q1 2019-20. completion certificate will be issued after additional works is completed.
- Ref-Ts-29-18/19- Contractor given extension of time to correct damages on the project. the completion time has been extended to q1 2019-20 financial year.
- Ref Ts-30-18/19 - Project being implemented by iLembe dm through donated funding.

- RefTS-31-18/19 - Therefore, the service provider will be appointed in new financial year 2019-20.
- Ref Ts-36-18/19 - Therefore, the service provider will be appointed in new financial year 2019-20.
- Ref Ts-37-18/19 - Therefore, the service provider will be appointed in new financial year 2019-20.
- Ref Ts-38-18/19 - Therefore, The Service Provider will be appointed in new financial year 2019-20.
- Ref Ts-39-18/19 - Funds were not enough, re-prioritised for implementation in the new 2019/2020 financial year.
- Ref Ts-41-18/20 - Funds were not enough, re-prioritised for implementation in the new 2019/2020 financial year.
- Ref Ts-42-18/20 - Funds were not enough, re-prioritised for implementation in the new 2019/2020 financial year.
- Ref Ts-43-18/19- Funds were not enough, re-prioritised for implementation in the new 2019/2020 financial year.
- Ref Ts-44-18/19- Funds were not enough, re-prioritised for implementation in the new 2019/2020 financial year.
- Ref Ts-45-18/19-Due to budget constraints only 76 workers were employed. This project has also been budgeted for in the 2019/2020 new financial year.

### KPA 3: LOCAL ECONOMIC DEVELOPMENT AND PLANNING

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

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

2018/2019

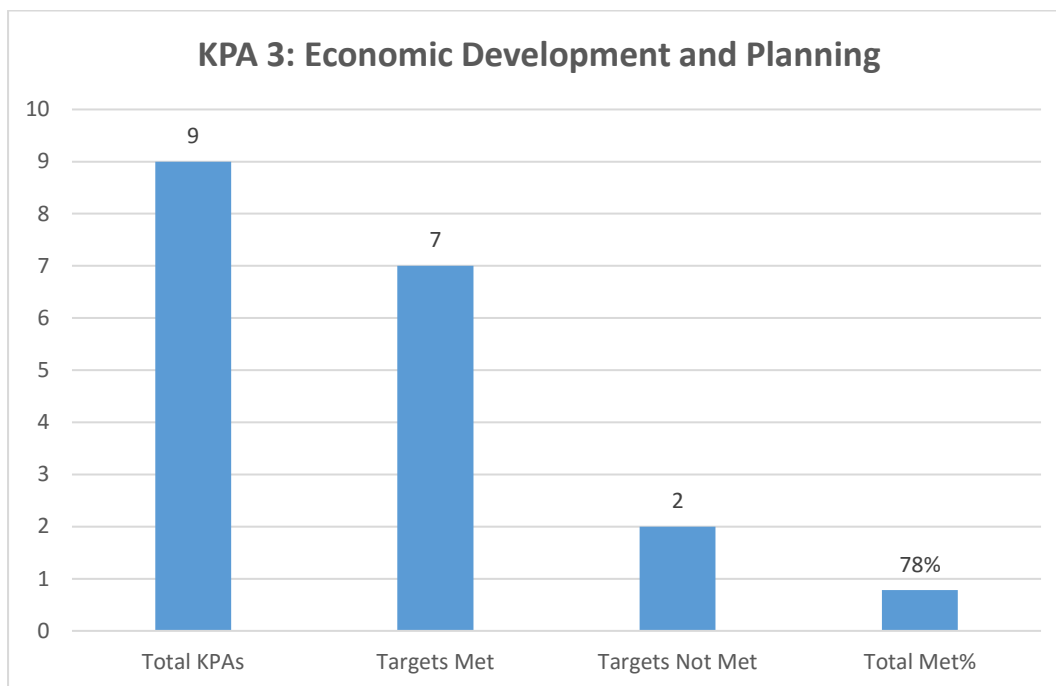
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET%
Local Economic Development	16-7(N/A)=9	7	2	78%

2017/2018

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET %
LOCAL ECONOMIC DEVELOPMENT	8	5	3	62%

Table 31: KPA 3: Performance of targets

The graph below illustrates the performance of the KPA 3.



Graph 2: Performance of KPA 3

## PERFORMANCE HIGHLIGHTS

- Ndwedwe Town development proclamation processes, the Surveyor and Town planner has finalised phase 01 of the project target has been met.
- 20 Cooperatives and SMMEs supported target has been met.
- A total number of 4 car wash assisted with CIPRO registration, the target has been met
- 4 housing forums hosted; target has been achieved.
- 5 items were purchased for mini factories items target met.
- A total number of 4 LED forum was held target was met.
- Ward 04 fencing and borehole project has been done target met.

## CHALLENGES

- Ref EDP-04-18/19 – The service provider was not appointed to conduct the training.
- Ref EDP-13-18/19 – Ward 10 Glendale Rectification project, not achieved due to land disputes in targeted sites

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref EDP-04-18/19 – The project will be re-advertised to appoint the Service Provider in the new 2019/2020 financial year.
- Ref EDP-13-18/19 – This is being resolved with the municipality, department of Rural Development and Traditional authorities to resolved the land disputes. To be resolved in the new 2019/2020 financial year.

## 6.4 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

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

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

**2018/2019**

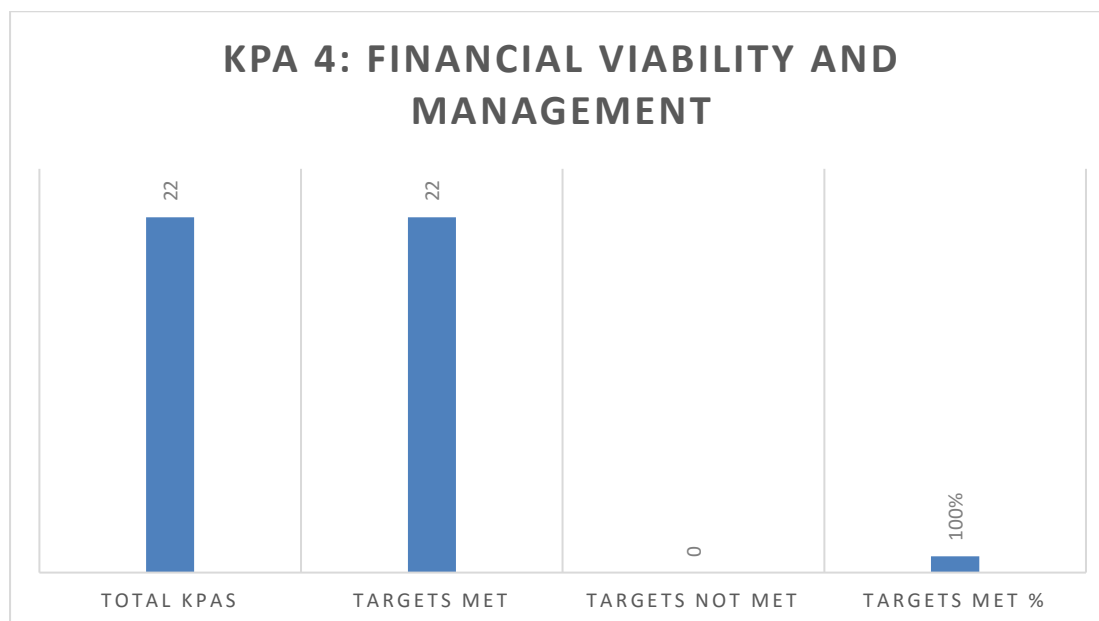
NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Financial Viability and Management	25-3(N/A)=22	22	0	100%

**2017/2018**

NATIONAL KPA's	TOTAL KPI's	TARGETS MET	TARGETS NOT MET	TOTAL TARGETS MET
Financial Viability and Management	37	35	2	94%

Table 32: KPA 4: Performance of targets

The graph below illustrates the performance of the KPA 4.



Graph 3: Performance of KPA 4

## PERFORMANCE HIGHLIGHTS

- The annual financial statements for the 2017/18 financial year were submitted to the Auditor - General on **31 August 2018**.
- Finance policies were all reviewed.
- Transactional mSCOA Reports

- Financial Reporting
- Budget for 2019/ 2020
- Adjusted Budget for 2018/ 2019
- Collection of Revenue
- Screening of State Employees from SCM Database
- Reports on Appointment of Local Service Providers
- Governance Reports (Debtors Reconciliation Book)
- Property Rates Reconciliation
- Consumer Deposit Reconciliation
- Bank Reconciliation
- Investments
- Grant Register
- Creditors Payment
- Staff/ Councillors Salaries
- Third Party Payments
- AFS 2017/ 2018
- Quarterly Financial Statements 2017/ 2018
- Municipal Billing
- SCM Report

#### **KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

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

The table below indicates the total number of targets that have been met.  
2018/2019

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

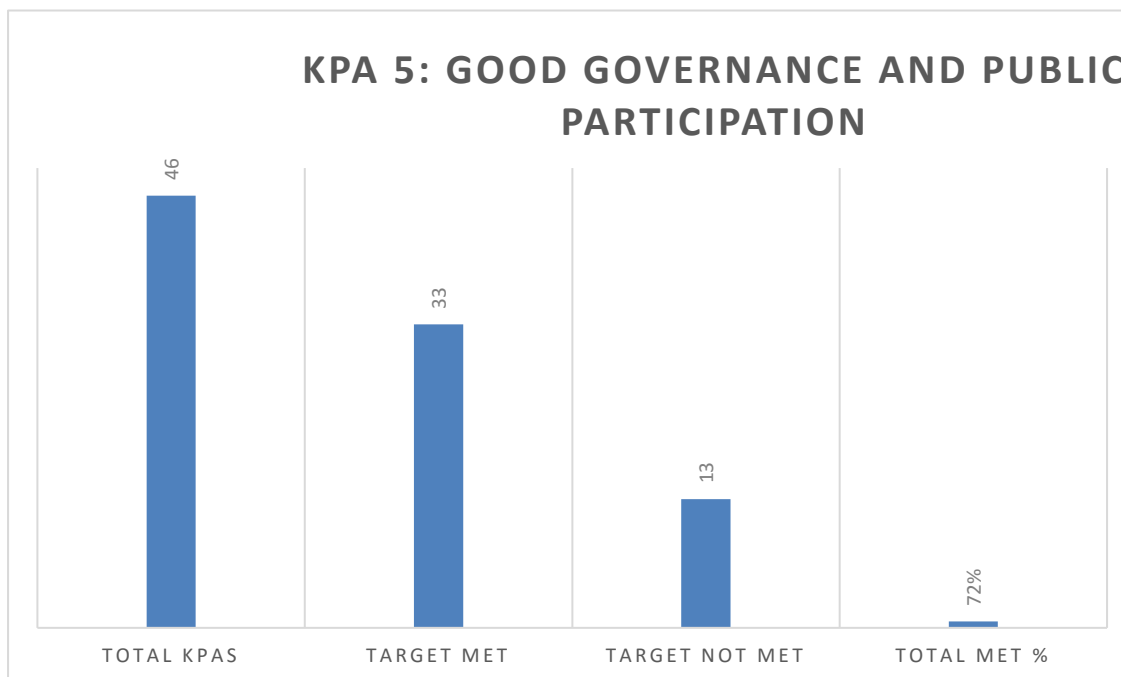
2017/2018

<b>NATIONAL KPA's</b>	<b>TOTAL KPI's</b>	<b>TARGETS MET</b>	<b>TARGETS NOT MET</b>	<b>TOTAL TARGETS MET</b>
<b>Good Governance and Public Participation</b>	<b>34</b>	<b>26</b>	<b>8</b>	<b>76%</b>

*Table 33: KPA 5: Performance of targets*

The graph below illustrates the performance of the KPA 5.





Graph 4: Performance of KPA 5

#### PERFORMANCE HIGHLIGHTS

- Internal Audit Reporting to Audit Committee.
- Tabling of Draft Annual Report 2017/2018 to Council
- Tabling of oversight report on the AR 2017/2018 to Council by no later than 2(two) months from the date in which the AR was tabled as per MFMA Section 127 (5)
- IDP/Budget/PMS Process Plan 2019-2020
- Speaker Izimbizo
- Ward Committees Training
- Ward Committees Quarterly Meeting
- Indigent register
- Nongoma Royal Reed Dance
- Grade 9 and Grade 10 Career Guidance
- Youth Arts and Culture Festival
- Examination Prayer Programme
- Youth Farming Programme
- Right to Learn Campaign
- Drivers Licence Programme Code 14
- Youth Month Lecture June 16
- Youth Campaign on social ills
- Golden games training(football,duck walk,dress up race,pass the ball,500M brisk walk,800Mrun,100M run,200M run,400M run,400M relay,rugby ball throw,juskei, Ring the stick, Pass the ball and kick, ball relay, goal shooting,pegging washing pegs)
- Tennis Long coaching clinics and mini tournaments
- Football Coaching Clinics(females)
- Basketball coaching clinics and mini tournaments
- Volleyball coaching clinics and mini tournaments

- Karate Coaching Clinics and tournaments
- Scathamiya Coaching Clinics
- Aerobics coaching clinics and marathon
- Salga Games (males and females football, netball males and females, cricket, tennis, indigenous games, athletics, boxing, karate, swimming, rugby, basketball, volleyball, dance
- ECD's sport day
- Scathamiya Competition
- Hockey Development and tournament
- Chess development and local tournament

## CHALLENGES

- MM-01-18/19 – 6 out of 20 Mayoral Slots were achieved. Target not met due to public protests.
- MM-03-18/19 – 4 out of 8 Mayoral IDP Izimbizo were achieved. Target not met due to public protests.
- MM-13-18/19 - There was a decision taken at Manco and 3rd Quarter Risk Management Meeting that the action plans on the Risk Registers were not addressing the risks identified. Therefore, the 4th Quarter Risk Monitoring was not done as planned for in the 2019/20 Risk Assessment. MM-18-18/19 – 30 youth were assist out of 60 for the Youth Welding Skills Programme.
- MM-14-18/19 - Workshop with management on Risk management assessment processes and to conduct risk assessment for 2019/2020 financial year. MM-15-18/19 - Enterprise Risk Management Policy and Strategy target not met.
- MM-16-18/19 - The Strategy and Policy were taken to Manco and it was agreed that the documents be re- submitted to Manco for consideration.
- MM-17-18/19 - Not achieved due to capacity constraint.
- MM-18-18/19-The Strategy and Policy were taken to Manco and it was agreed that the documents be re- submitted to Manco for consideration.
- MM-19-18/19- Due to no capacity in the Unit the target was not met. The Manager has been appointed in the Fourth Quarter.
- MM-24-18/19 - Due to no capacity in the Unit the target was not met. The Manager has been appointed in the Fourth Quarter. MM-28-18/19 - Youth Art Work Programme the project were not achieved due to budget constraints.
- MM-29-18/19-Due to no capacity in the Unit the target was not met. The Manager has been appointed in the Fourth Quarter.
- MM-31-18/19- Due to budget constraints the only 2 targets were met.
- MM-60-18/19 - Diwali Celebration target were not met. Due to budget constraints.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- MM-01-18/19 – Funds have been provided for in the new 2019/2020 financial year.

- MM-03-18/19 –The Mayor is in the process of holding meetings with all Traditional leaders/Amakhosi and protestors forum to resolve the issues in the affected wards. On the 3 May 2019 a joint Mayoral and Speakers Izimbizo was held.
- MM-13-18/19 - Workshop with management on risk management activities and to conduct a Risk assessment for 2019/2020 financial year.
- MM-14-18/19 - Workshop with management on Risk management assessment processes and to conduct risk assessment for 2019/2020 financial year.
- MM-15-18/19 - Workshop with management on risk management activities for 2019/2020 financial year
- MM-16-18/19 – The Framework will be submitted to Manco, Exco and Council in 2019/2020 financial year for approval and adoption.MM-17-18/19 - Anti-Fraud and Corruption Strategy & Policy will be submitted to MANCO,EXCO and Council in 2019/2020 financial year for approval and adoption.
- MM-17-18/19 – The Risk Manager will be appointed in the 2019/2020 financial year as it has been budgeted for.
- MM-18-18/19 – Strategy will be submitted to Manco, Exco and Council in 2019/2020 financial year for approval and adoption.
- MM-19-18/19-The target will be met in the 2019/2020 financial year.
- MM-29-18/19- The target will be met in the 2019/2020 financial year.
- MM-31-18/19-Funds have been provided for in the new 2019/2020 financial year.
- MM-36-18/19 - Funds have been provided for in the new 2019/2020 financial yearMM-59-MM-60-18/19 - Diwali Celebration target was not met.

#### **KPA 6: COMMUNITY AND SOCIAL DEVELOPMENT SERVICES**

To facilitate the provision of infrastructure throughout the municipality.

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

##### **2018/2019**

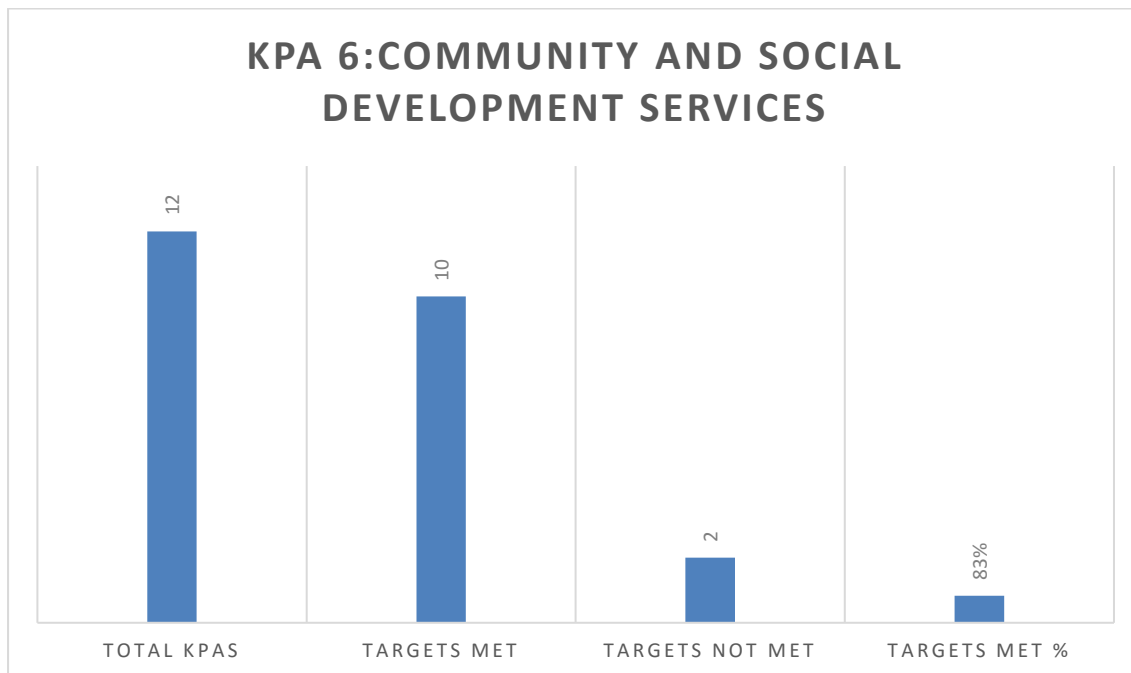
<b>NATIONAL KPA's</b>	<b>TOTAL KPI's</b>	<b>TARGETS MET</b>	<b>TARGETS NOT MET</b>	<b>TOTAL TARGETS MET</b>
<b>Community and Social Development Services</b>	<b>15-3(N/A)=12</b>	<b>10</b>	<b>2</b>	<b>83%</b>

##### **2017/2018**

<b>NATIONAL KPA's</b>	<b>TOTAL KPI's</b>	<b>TARGETS MET</b>	<b>TARGETS NOT MET</b>	<b>TOTAL TARGETS MET</b>
<b>Community and Social Development Services</b>	<b>7</b>	<b>5</b>	<b>2</b>	<b>71%</b>

*Table 34: KPA 6: Performance of targets*

The graph below illustrates the performance of the KPA 6.



Graph 5: Performance of KPA 6

## PERFORMANCE HIGHLIGHTS

- There have been 168 collections of Waste.
- There were four Disaster Management Campaigns that were hosted.
- There was two Local Disaster Management Workshops held in this financial year.
- Review of the Disaster Management Sector Plan
- 1 Disability Awareness Campaign
- 6 Operation Sukuma Sakhe Meetings held.
- 15 wards have established the Establishment of the Ward Aids Committee
- 250 learners were assisted with Dress a Child Campaign
- 1 Umkhosi kaBhacela was held.
- 15 wards trained Training of Ward Aids Committee members

## CHALLENGES

- Ref COM-05-18/19 - Other advisory meetings could not sit because it coincided with the other council commitments which included councillors that sit in the advisory forum.
- Ref COM-14-18/19 - Due to budget constraints the target was not met.

## MEASURES TAKEN TO IMPROVE PERFORMANCE

- Ref COM-05-18/19 - The meetings has been rescheduled to the new financial year. Funds have been provided for in the new 2019/2020 financial year.
- Ref COM-14-18/19 - The project has been rescheduled to the new financial year. Funds have been provided for in the new 2019/2020 financial year.

## **1.5 KEY AREAS TO NOTE**

### **1.5.1 IMPROVING PERFORMANCE FOR THE 2018/19 SDBIP**

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 Integrated Development Plan where the shortcomings can be addressed;
- Development of appropriate departmental business plans and operational plans to guide performance in each department.
- Strengthen debt management collection strategies to increase and maintain municipal revenue.

## **1.6 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.

## **1.7 ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDER**

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

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

<b>PERFORMANCE WEIGHTING</b>		
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:

<b>Assessment Key</b>	
<b>Good (G)</b>	<b><i>The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract</i></b>
<b>Satisfactory (S)</b>	<b><i>The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract</i></b>
<b>Poor (P)</b>	<b><i>The service has been provided below acceptable standards</i></b>

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/2018		Current Financial Year 2018/2019		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
NDWB 28/17/18	Asakhane Sonke Trading	08/10/2018	Dabeka Access Road	2 985 183 ,66					G		
NDWB 04/18/19	Mela Okuhle Trading	19/12/2018	Mona Hall & Crèche ward 15	4 730 999 .39					G		
NDWB28/17/18	NLM Xaba trading and projects	19/12/2018	Siyathokoz a Hall & Crèche ward 14	4 916 489.50					G		
NDWB23/17/18	Shantis Electrical (PTY)LTD	04/04/2018	Electrification in Ward 2	3 545 303 .95					G		
NDWB24/17/18	A1 Electrical	04/04/2018	Electrification in Ward 08	8 927 032 .81					G		
NDWB 25/17/18	B&S Electrical	04/04/2018	Construction of Street Lights in Ward 01	4 197 270 .00					G		

NDWB 05/18/19	Vistha Trading Jv Lithuba Lam	20/02/2 019	Constructi on of Technical Dept. Offices	9 680 086 ,31					<b>G</b>		
NDWB 06/18/19	Proz Consulta nts	19 /12/201 8	Constructi on of Waterfall sportfiled	6 352 046 .97					<b>G</b>		
NDWB 18/17/18	Quiet Storm Trading	29/06/2 018	Nhlangwin i Sports field	4 879 232 ,03					<b>G</b>		
NDWB 13/17/18	Khoza Trading (PTY)LTD	29/01/2 018	Mandlaka zi Sport field	5 882 639.40							<b>P</b>
NDWB 07/17/18	Denasa Civils Construct ion	22/03/2 018	Noorsburg Access Road	3 600 000 ,00					<b>G</b>		
NDWB 06/17/18	Mela okuhle	26/02/2 018	Nhlabamk hosi Access Road	2 400 000 ,00					<b>G</b>		
NDWB 04/17/18	True Build Services	29/01/2 018	Sonkombo Sport field	10 907 207.98					<b>G</b>		
NDWB 15/17/18	Golden Empire 58CC	22/01/2 018	Nondwen gu Hall & Crèche	4 774 405.50					<b>G</b>		



## CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

### 1.1 INTRODUCTION TO THE MUNICIPAL WORKFORCE PERSONNEL

The Municipal Manager and four Directors are appointed on a fixed term contract in terms of Section 57 of the Municipal Systems Act 32 of 2000. In June 2019 the municipality was able to successfully appoint the Municipal Manager, Mr M.F Hadebe will commence his duties on the 1 July 2019 of the new financial year 2019/2020.

The reviewed staff establishment of the Municipality was adopted and approved on 30 May 2019. The amendments and review of the staff establishment was done to make the Municipal Staff establishment to be aligned with the strategic directive of the new Council's term of office, *i.e.* 2017 – 2022.

The Municipality's organisational structure has five 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

#### 1.1.1 WORKFORCE LEVELS

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

- a) Municipal Manager:** this post has been filled as of the 1 July 2019 by Mr M.F Hadebe. 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.
- b) Director Economic Development and Planning:** this directorate is responsible for the sustainable economic growth and development, and delivery of infrastructure and basic services, to a particular extent. These responsibilities include Local Economic Development, Tourism, agricultural development, environmental/development planning, and sustainable human settlements (Housing Development). Since the filling of this post, the Municipality has made a noticeable progress in terms of developing LED and Tourism Strategy, Agricultural Sector Plan, frameworks for nodal development, and Housing Sector Plan.

Some of the projects (whether at the level of studies or otherwise) that are dictated by the above overlapping frameworks have or are currently being implemented, e.g. projects such

as Nhlankakazi tourism project and KwaLoshe projects; there are food massification agricultural projects that are currently being implemented (e.g. Makhuluseni Project); the municipality is currently building agri-processing minifactories 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.

- c) Director Financial Services (CFO):** this directorate is responsible for financial management and viability of the municipality. Because of the filling of the post, the municipality is now in a position to map out how it intends, for example, to implement the MPRA; 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**.
- d) Manager: Community Services:** This directorate which has been established in 2015/2016 financial year. Its core functions are; Traffic and Motor Licensing, Waste Collection, Cemeteries, Parks and Recreation, Libraries, Sport and Disaster Management.
- e) 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.
- f) 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.
- g) Director Technical Services:** the municipality has filled this post since is considered to be critical for effective service delivery. The incumbent is responsible for the delivery of sustainable infrastructure and basic services in accordance with the strategic objectives of the IDP.

## 1.1.2 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

### SUMMARY NO. OF EMPLOYEES/STAFF AS AT 30 JUNE 2019

		<b>Normal</b>	<b>Resigned</b>
Officials Permanent		92	3
Officials on Contract		28	2
Councillors		37	0
Casual Staff & In-Serves		16	2
<b>Totals</b>		<b>173</b>	<b>7</b>

**TABLE 35: 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. 95% of the vacant posts have been filled. The Municipality has staff compliments of 136. 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 approved organogram is attached below.

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.

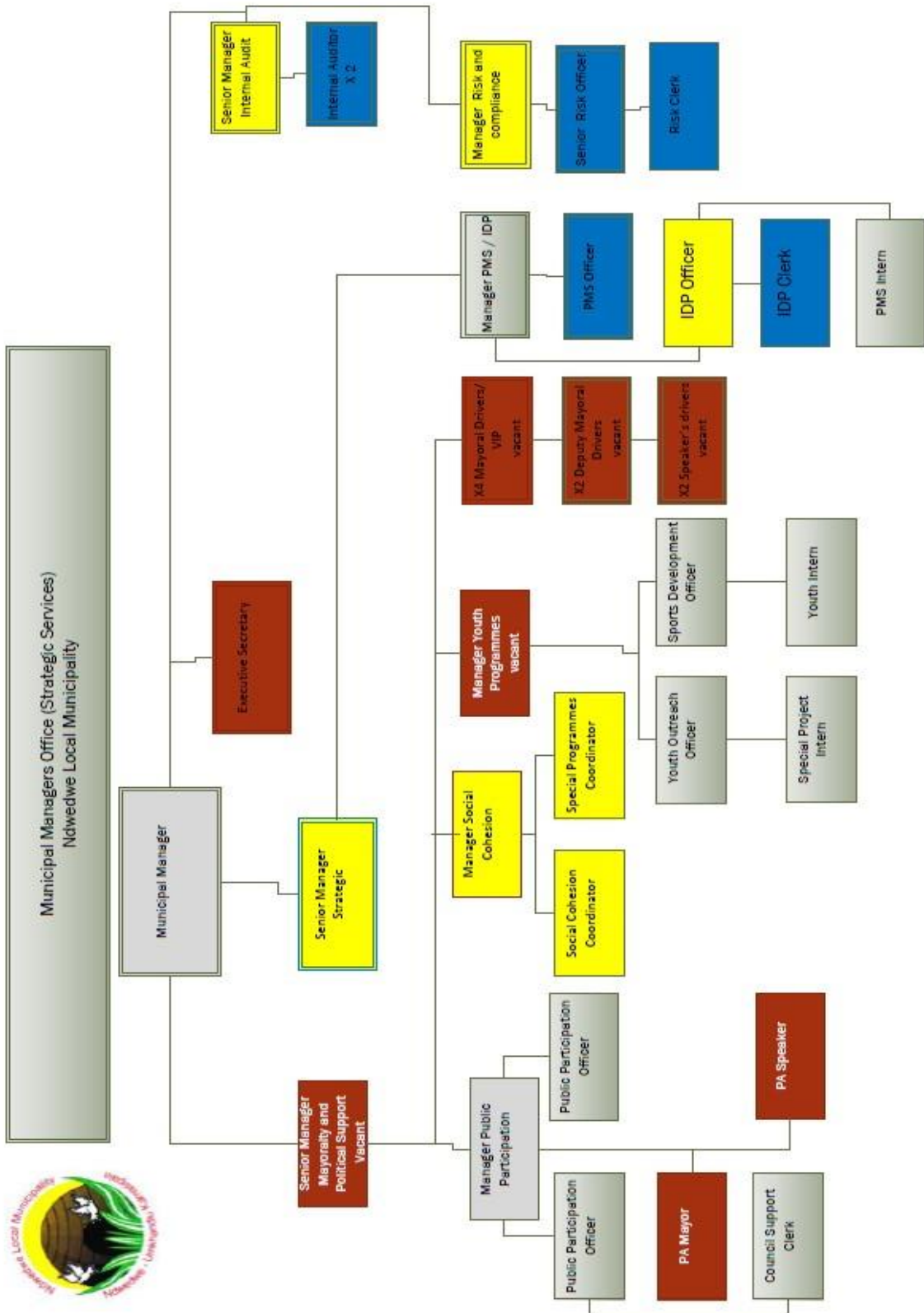


FIGURE 7: ORGANOGRAM

## 1.2 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.

### 1.2.1 HUMAN RESOURCE POLICIES AND PLANS

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

#### HR Policies and Plans

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

	9. Hardware and Software Standardisation Policy			
15.	1. SCM Policy 2. Budget Policy 3. Property Rates Policy 4. Petty Cash Policy	100%	Yes	30 May 2018 30 May 2018 30 May 2018 30 May 2018
16.	1. Indigent Policy and register	100%	Yes	30 June 2019

TABLE 36: 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 has developed a **Skills Retention Policy**. This policy seeks to achieve among others the following goals:

- Identify and address on an on-going basis the causes of staff losses;
- Create a learning environment through skills development initiatives;
- Increasing trust between management and staff; and
- Retaining the services of staff deemed to be critical to the operation of the Council.

#### ➤ **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

### **1.3 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.

#### **1.3.1 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).

##### **➤ WORK PLACE 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.



## 1.4 MANAGING THE WORKFORCE EXPENDITURE

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

### 1.4.1 EMPLOYEE EXPENDITURE

The following is the employee expenditure for Ndwedwe Municipality.

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

**TABLE 37: EMPLOYEE EXPENDITURE**

## CHAPTER 5: FINANCIAL PERFORMANCE

### COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

#### 5.1 STATEMENTS OF FINANCIAL PERFORMANCE 2018/2019

<b>Statement of Financial Performance (revenue and expenditure) for the year ending 30 June 2019</b>		
<b>Description</b>	<b>2018/19</b>	<b>2017/2018</b>
	<b>Audited Outcome</b>	<b>Audited Outcome</b>
	<b>R</b>	<b>R</b>
<b><u>Revenue</u></b>		
Property rates	13 056 877.00	13 668 414.00
Rental of facilities and equipment	445 135.00	641 286.00
Interest earned - external investments	9 687 933.00	10 483 658.00
Interest earned - outstanding debtors	541 573.00	695 306.00
T transfers and subsidies	137 702 150.00	123 236 000.00
Other revenue	3 489 756.00	112 098.00
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>164 923 424.00</b>	<b>148 836 762.00</b>
<b><u>Expenditure</u></b>		
Employee related costs	48 423 378.00	35 407 462.00
Remuneration of councillors	15 154 454.00	17 011 364.00
Debt impairment	4 376 804.00	2 371 628.00
Depreciation & asset impairment	17 394 505.00	17 760 443.00
Contracted services	40 622 829.32	34 002 778.11
T transfers and subsidies	19 956 030.80	1 620 490.94
Other expenditure	30 973 330.88	36 102 909.43
Loss on disposal of PPE	417 960.00	632 986.00
<b>Total Expenditure</b>	<b>177 319 292.00</b>	<b>144 910 061.48</b>
<b>Surplus/(Deficit)</b>	<b>- 12 395 868.00</b>	<b>3 926 700.52</b>
T transfers and subsidies - capital	33 640 694.00	33 417 809.00
<b>Surplus/ (Deficit) for the year</b>	<b>21 244 826.00</b>	<b>37 344 509.52</b>

Table 38: Statement of financial performance

## **ASSET MANAGMENT**

Assets are managed and maintained by the Finance Directorate under which provision is made in respective operational budgets for maintenance over the life cycle of the asset. The SCM unit is responsible for maintaining the asset register, annual asset counts, capturing of newly acquired assets on the asset register and the removal of obsolete or written off assets from the asset register.

The Municipality's asset register is GRAP compliant and is accessed from the municipality's financial system Sage Evolution.

Ndwedwe Local Municipality make use of a number of operating ratios and indicators to enable to benchmark financial performance. The following are of particular importance:

### ***COST COVERAGE***

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

### ***SERVICE DEBTORS TO REVENUE***

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

### ***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.

### ***CAPITAL CHARGES TO OPERATING EXPENDITURE***

The Capital Charges to Operating Expenditure ratio is a percentage of interest and principal paid divided by operating expenditure.

## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### CAPITAL EXPENDITURE

<b>Capital Expenditure (municipal vote, functional classification and funding)</b>	
<b>Vote Description</b>	
<b>R thousand</b>	<b>Audited Outcome</b>
Finance & Administration	2 083 194.64
Community and Social Services	4 530 878.12
Economic and environmental services	793 283.86
Road transport	45 153 840.38
<b>Total Capital Expenditure</b>	<b>52 561 197.00</b>

### SOURCES OF FINANCE

The capital expenditure funding source is commonly grants and subsidies (MIG), as well as own revenue.

<b>Total Capital Expenditure - Funding Classification</b>	
	<b>2018/19</b>
<b>Funded by:</b>	<b>Audited Outcome</b>
National Government	33 641
Provincial Government	
District Municipality	
Other transfers and grants	
<b>Transfers recognised - capital</b>	<b>33 641</b>
<b>Borrowing</b>	
<b>Internally generated funds</b>	<b>18 921</b>
<b>Total Capital Funding</b>	<b>52 561</b>

### CAPITAL SPENDING ON 5 LARGEST PROJECTS

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

<b>Project Description</b>	<b>Amount Spend in 2018/2019 FY</b>
	<b>R</b>
Construction of Technical Dept Offices	8 506 791.50
Construction of Sonkombo Sport field	4 323 401.55
Construction of Nondwengu Hall & Creche Ward 10	4 013 088.72
Construction of Hloniphani community Hall & Creche in Ward 12	4 002 512.06
Construction of Madlakazi Sports field in Ward 4	3 390 344.19
<b>TOTAL</b>	<b>24 236 138.02</b>

## **BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW**

The municipality has infrastructure development backlogs and therefore commits itself to reduce backlogs by 2030. The municipality has on annual basis allocated budget from the equitable share to address the backlog relating to basic services.

## **COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS**

### **CASHFLOW**

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.

<b>Budget Statement - Cash Flow</b>	
Description	2018/19
	Audited Outcome
<b>R thousands</b>	
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>	
<b>Receipts</b>	
Property rates	12 714
Other revenue	2 308
Government - operating	139 351
Government - capital	32 767
Interest	9 688
<b>Payments</b>	
Suppliers and employees	(171 053)
Finance charges	
Transfers and Grants	
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>25 776</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
<b>Receipts</b>	
Proceeds on disposal of PPE	
Decrease (Increase) in non-current debtors	
Decrease (increase) other non-current receivables	
Decrease (increase) in non-current investments	
<b>Payments</b>	
Capital assets	(48 976)
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(48 976)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
<b>Receipts</b>	
Short term loans	
Borrowing long term/refinancing	
Increase (decrease) in consumer deposits	
<b>Payments</b>	
Repayment of borrowing	
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	-
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(23 201)</b>
<b>Cash/cash equivalents at beginning:</b>	<b>122 283</b>
<b>Cash/cash equivalents at month/year end:</b>	<b>99 082</b>

## BORROWINGS AND INVESTMENTS

Fixed Deposit 2075383437	Months	Fixed Deposit 20753834	6 553
<b>FNB</b>			
Call account 62087920635	Months	Call account 6208792063	1 011
<b>Standard Bank</b>			
Call account 058681019001	Months	Call account 0586810190	1 835
Retail Call account 05861019011	Months	Retail Call account 0586	3 828
Fixed account 058681019013	Months	Fixed account 05868101	6 486
<b>Investec</b>			
Call account 1100463139502	Months	Call account 110046313	7 017
Fixed Deposit 1100463139451	Months	Fixed Deposit 11004631	13 103
Fixed Deposit 1100463139452	Months	Fixed Deposit 11004631	12 444
Fixed Deposit 1100463139455	Months	Fixed Deposit 11004631	8 301
<b>Nedbank</b>			
Call Account (7881149922)	Months	Call Account (788114992	5 160
Fixed Deposit	Months	Fixed Deposit	

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

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

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

and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

Prospective suppliers or service providers wishing to do business with the council are on an ongoing basis afforded an opportunity to get registered on the municipality's database of accredited service providers/suppliers. There is an official solely dedicated to performing this function and on a regular basis issue reminder to entities that must update their information or documents. Registration/accreditation is only approved after thoroughly checking and verification of the documents and information submitted with the database application forms. Vendors are required to select at most three areas of specialization/commodities. The Municipality annually holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

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.

## **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 year ended 2018/2019.



# **REPORT OF THE AUDIT & PERFORMANCE COMMITTEE**

## **1. PURPOSE**

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

## **2. DELEGATIONS**

The Audit Committee is a sub-committee of Council.

## **3. LEGISLATIVE PROVISIONS / POLICIES AND BACKGROUND**

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

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

- 3.2 The Audit Committee of the Municipality submits its report to Council in terms of the provisions of section 166 (2) (b) of the MFMA and this report covers the financial period from 01 June 2018 to 30 June 2019.
- 3.3 The report records the outcome of the work done by the Audit Committee for the period indicated above. The committee from time to time made recommendations as preventative or corrective measures to the weaknesses identified by Internal Audit Unit in the municipality or from reports and information supplied to the Audit Committee. This report also serves to bring to the Council's attention matters which may significantly impact the financial health of the organisation.
- 3.4 The advice or recommendations contained in this report have been made based on information supplied to the Audit Committee and is subject to change after due consideration of any new information it may receive as well as subsequent deliberation with the municipality.

## **4. DISCUSSION**

### **4.1 Membership**

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

### **4.2 Names of Members**

Dr TI Nzimakwe (Chairperson);

Mr B Dladla;

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

### **4.3 Overview of Activities**

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

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

#### **4.4 Audit Committee Responsibilities**

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

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

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

#### **4.5 Internal Audit Function and Systems of Internal Control**

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

4.5.2 Section 165 (3) of the MFMA allows the municipality to co-source the internal audit function if the Municipality requires assistance to develop its internal capacity. Circular 65 of the MFMA also provides guidance on the Outsourcing or Co-sourcing of Internal Audit Activity.

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

4.5.4 The Internal Audit three year rolling audit plan for the 2018/19 – 2020/21 and the detailed annual Internal audit plan for the 2018/19 financial year were submitted by the

Internal Audit Unit to the Audit Committee and approved at a meeting which was held on 14 March 2019.

- 4.5.5 Internal Audit Plan Update. The committee reviewed the progress on the implementation of the approved Internal Audit Plan for the year ending 30 June 2019 and noted that whilst the delay in management responses is still prevalent, there is no reason to believe that the plan will not be completed.
- 4.5.6 Of particular concern however, is the considerable number of completed audits of which the design and operation of the systems of internal control are respectively inadequate and ineffective making the journey towards achieving a clean audit administration rating that much more difficult.
- 4.5.7 The detailed audit reports contain recommendations to address the weaknesses identified. These were approved by the committee and management is urged to implement them as soon as possible.
- 4.5.8 The committee noted the Internal Audit findings and the overall assessment of the control environment as well as the recommendations proposed to strengthen controls and the management comments thereof

#### **4.6 Implementation of External and Internal Audit Findings**

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

#### **4.7 Performance Management Reporting**

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

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

## **5. EFFECTIVE GOVERNANCE**

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

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

## **5. CONCERNS**

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

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

## **6. CONCLUSION**

The Audit Committee confirms its commitment to assist Council to make significant progress towards clean administration. The Audit Committee also wishes to thank

Ndwedwe Council and Management of the Municipality for their support and the teams from internal and external audit for their contributions.

**Submitted by:**

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke ending in a small arrowhead.

Dr TI Nzimakwe – Chairperson

On behalf of the Audit and Performance Committee

20/11/2019

## CHAPTER 6: AUDITOR-GENERAL'S FINDINGS

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

#### Report on the audit of the financial statements

#### Opinion

1. I have audited the financial statements of the Ndwedwe Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget with actual information for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ndwedwe Municipality as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2018 (Act No. 1 of 2018) (Dora).

#### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this report.
4. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* and, parts 1 and 3 of the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA codes), as well as the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Emphasis of matter**

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

## **Material losses**

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

## **UNCERTAINTY RELATING TO THE FUTURE OUTCOME OF EXCEPTIONAL LITIGATION**

8. With reference to note 37 to the financial statements, the municipality is in litigation cases relating to, rendering of fencing services, advertising, relinquish of property and breach of contract. The ultimate outcome of this matter was not determinable at year-end and no provision for any liability that may result was made in the financial statements.

## **Other matter**

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

## **Unaudited disclosure notes**

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

## **Responsibilities of accounting officer for the financial statements**

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



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

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

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

<b>Report on the audit of the annual performance report</b>
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#### **Introduction and scope**

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected objective presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
16. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance

management and reporting framework, as defined in the general notice, for the following selected objective presented in the annual performance report of the municipality for the year ended 30 June 2019:

<b>Objective</b>	<b>Pages in the annual performance report</b>
Development objective 2 - basic service delivery	<b>x – x</b>

18. I performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not raise any material findings on the usefulness and reliability of the reported performance information for this selected development objective.

### **Other matters**

20. I draw attention to the matters below.

### **Achievement of planned targets**

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

### **Adjustment of material misstatements**

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

## **Report on the audit of compliance with legislation**

### **Introduction and scope**

23. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but

not to gather evidence to express assurance.

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

#### Annual financial statements

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

#### Asset management

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

#### Expenditure management

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

#### Procurement and Contract Management

28. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though **it was** not impractical to invite competitive bids, in contravention of SCM regulation 36(1).
29. Some of the bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).
30. Some of the commodities designated for local content and production, were procured from suppliers who did not submit a declaration on focal production and content as required by the 2017 preferential procurement regulation.

#### Consequence Management

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

#### Other information

32. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected development objective presented in the annual performance report that have been specifically reported in the auditor's report.
33. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
34. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development objective presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
35. The other information I obtained prior to the date of this auditor's report are the mayor's foreword and the accounting officer's report. The audit committee's report and external evaluation of service providers are expected to be made available to me after 30 November 2019.
36. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have not identified any material inconsistencies on the information received to date.
37. When I do receive and read the audit committee's report, evaluation of external service providers, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate; however, if it is corrected this will not be necessary.

#### Internal control deficiencies

38. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation;

however, my objective was not to express any form of assurance thereon.

39. The matters reported below are limited to the significant internal control deficiencies that resulted in findings on compliance with legislation included in this report.
40. Management did not perform a review of the account balances and transactions in a regular manner on the financial system to ensure the amounts included on the annual financial statements are accurate and complete.
41. Management did not ensure the procurement processes complied with the Municipal SCM regulations relating to deviations and local content and production.

#### Other reports

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

#### Investigation

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



Pietermaritzburg

30 November 2019



#### 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 objective 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 municipality's ability 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 the 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 a municipality to cease continuing as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

### **Communication with those charged with governance**

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and, where applicable, related safeguards.

## **APPENDICES**

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**APPENDIX T: NATIONAL AND PROVINCIAL OUTCOME FOR LOCAL GOVERNMENT**