FINAL INTEGRATED DEVELOPMENT PLAN 2025-2026 / 2026—2027







AMAJUBA DISTRICT MUNICIPALITY

"A PLACE OF OPPORTUNITIES"

5TH GENERATION IDP

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FOREWORD BY DISTRICT MAYOR



INTEGRATED DEVELOPMENT PLAN (IDP) 2025-2026

The IDP we are presenting to our fellow residents and stakeholders shall not only be a compliance document but more of our commitment to change the lives of the people of this lovely district. This document must give us better results than our previous ones. It must reflect our desire to serve this district with dignity and humility.

We are excited that this current IDP is externally focused, driven by community needs and geared towards meeting community aspirations gathered from the recently held roadshows and other public engagement activities conducted throughout the years.

The finalisation of our IDP was in accordance with the provisions of the laws that govern the affairs of the municipality which obligated us to embark upon a process of consultation with the local community and stakeholders with a view to draft the IDP and Budget for the 2025-2026 Financial year. This document is as a result of such open engagements.

Our Integrated Development Plan is the most significant tool that we use to guide our planning, development and decision-making processes in our municipality.

Chapter 4 of the Municipal Systems Act 32 of 2000 dictates that community participation in the affairs, programmes and activities of the municipality be a legal obligation.

Through the projects and interventions as reflected in the IDP, we seek to leave a lasting legacy to the communities of Amajuba District, which confirms us as the caring, people-centred, people-driven and developmental administration for generations to come.

We intend to leave behind an economically viable district, a real place of opportunities, a centre of service delivery, a place where there will be opportunities for artists and all those with various skills and talents. It is our intention that the environment we create will ensure that our skilled residents to not leave to find better opportunities at other cities.

Beyond everything our IDP and all our efforts must address the water supply challenges faced by the people from Emadlangeni and Dannhauser. We can only achieve that once every corner of the district has uninterrupted water supply.

We believe this IDP will be seen as a beacon of hope that will continue to direct us over the next financial year in our collective attempts of building a positive and meaningful life for all our communities.

We are a ***DISTRICT THAT WORKS FOR ALL.***

CLLR T.E MTHEMBU
MAYOR OF AMAJUBA DISTRICT MUNICIPALITY

FOREWORD BY THE ACTING MUNICIPAL MANAGER



INTEGRATED DEVELOPMENT PLAN (IDP) 2025-2026

The municipality is the closest sphere of government and as such general members of the public and stakeholders look up to us with regards to meeting their immediate service delivery needs. The commitment to deepen democracy is dependent on the municipalities and other public institutions abilities to deliver services and ultimately change the lives of the people for the better.

Our achievements and shortcomings are measured based on set objectives and targets set by the Council assisted by the administration during the year in question. The Integrated Development Plan (IDP) serves as our principal strategic planning document giving a clear guide on what the municipality seeks to address and achieve over a stipulated period.

The IDP brings together various sectors within the municipal area of jurisdiction to plan together and set targets to address needs of the residents of the area.

As provided by Chapter five (5) of the Municipal Systems Act (No. 32 of 2000), the Municipal Council is required to "adopt a single, inclusive and strategic plan for the development of the municipality" and the area in general. This piece of legislation goes further to provide a framework that provides a guide on what should form part of the IDP, and the process involved thereto.

Key to this whole process are the legal requirements that oblige the municipality to conduct consultation processes with the public and stakeholders. Following this process is the finalisation and approval of this important document by Council.

The IDP has its origin from the Municipal Systems Act, Act No.32 of 2000 with its core components specified in Section 26 of the Act.

The core components are the following:
"Section 26. Core components of integrated development plans. — An integrated development plan must reflect—

(a) The municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
(b) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
(c) the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
(d) the Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
(e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
(f) the Council's operational strategies;
(g) Applicable disaster management plans;
(h) A financial plan, which must include a budget projection for at least the next three years; and
(i) the key performance indicators and performance targets determined in terms of section 41."

The Act is also prescriptive, as per section 34 of the Act, after a Municipality has adopted its IDP, how the IDP should be managed. "Section 36. Municipality to give effect to integrated development plan. — A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan."

Guided by Section 156 of the Constitution of the Republic of South Africa, 1996, Amajuba District Municipality is obligated in terms of Municipal Structures Act section 83 (3) to seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by –

- Ensuring integrated development planning for the district as a whole,
- Promoting bulk infrastructure development and services for the district as a whole,
- Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area,
- Water services and sanitation basic services, by investing in infrastructure and connecting households,
- Municipal Health Services,
- Air quality,
- Disaster Management & firefighting services,
- Provision of socio-economic development (LED).

The previous and ongoing regular consultations we conduct with the residents of the district continue to give us a picture that our people need us to have a stable institution that will be able to attend to their water and sanitation needs. There is still an outcry from the residents of Emadlangeni and Dannhauser whom as a Water Services Authority (WSA) we are tasked to ensure they have access to clean, safe and uninterrupted water supply. There are challenges that relate to ageing infrastructure, illegal connections and poor revenue collection which disrupt this function. The municipality is putting all its efforts to ensure that these challenges are addressed for our people to have trust in our ability to meet their needs and demands.

While focus and emphasis is more on the issue of water and sanitation provision, we do not lose sight of our other legal commitments such as Local Economic Development, Disaster Management, Air quality control and other responsibilities as guided by the RSA Constitution and other legal prescripts.

We have a strong belief that Amajuba District Municipality is capable of meeting all the above-mentioned demands provided there is a commitment from all those associated with the institution to put more effort in ensuring that the municipality is considered as centre of service delivery.

On behalf of the administration team please allow me to present to you this strategic document, the Integrated Development Plan for the 2025-2026 Financial Year. This will be our guiding document for this financial year, and our achievements and failures will be determined by our abilities to meet all or most of the targets set in this document.

MR T.S BUTHELEZI
THE ACTING MUNICIPAL MANAGER

A.1 EXECUTIVE SUMMARY

Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with the main objective being improved coordination and integration of planning, budgeting and development within a Municipal area.

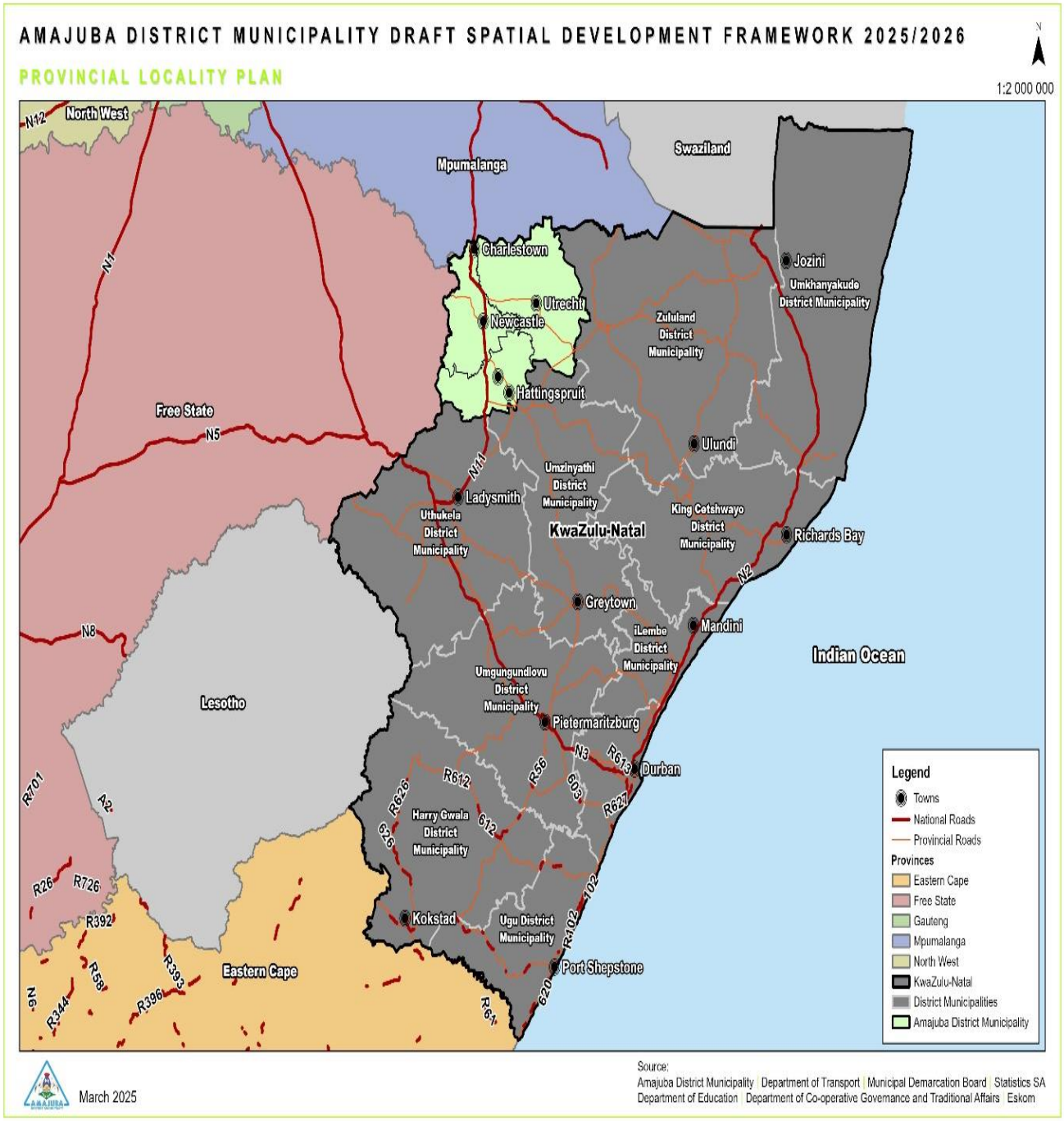
This is the IDP for 2025-2027 budgeting, decision-making, strategic planning and development tool is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:
Municipal Budgeting.
Institutional restructuring to realize the strategic intent of the plan.
Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
Performance Management System.

This document therefore represents the Integrated Development Plan 2025/26-2026/27 as prepared by the Amajuba District Municipality in consideration of the 2025-2027 Process and Framework Plan adopted by council on the 23 August 2024.

It is prepared in fulfilment of the Municipality's legal obligation in terms of Section 34 of the Local Government Municipal Systems Act, 2000 (MSA Act 32 of 2000). In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:
The IDP be implemented.
The Municipality monitors the implementation of the IDP.
The Municipality evaluates its performance regarding the IDP's implementation; and
The IDP is reviewed annually to effect improvements where necessary.

1.1 GEOGRAPHIC LOCATION

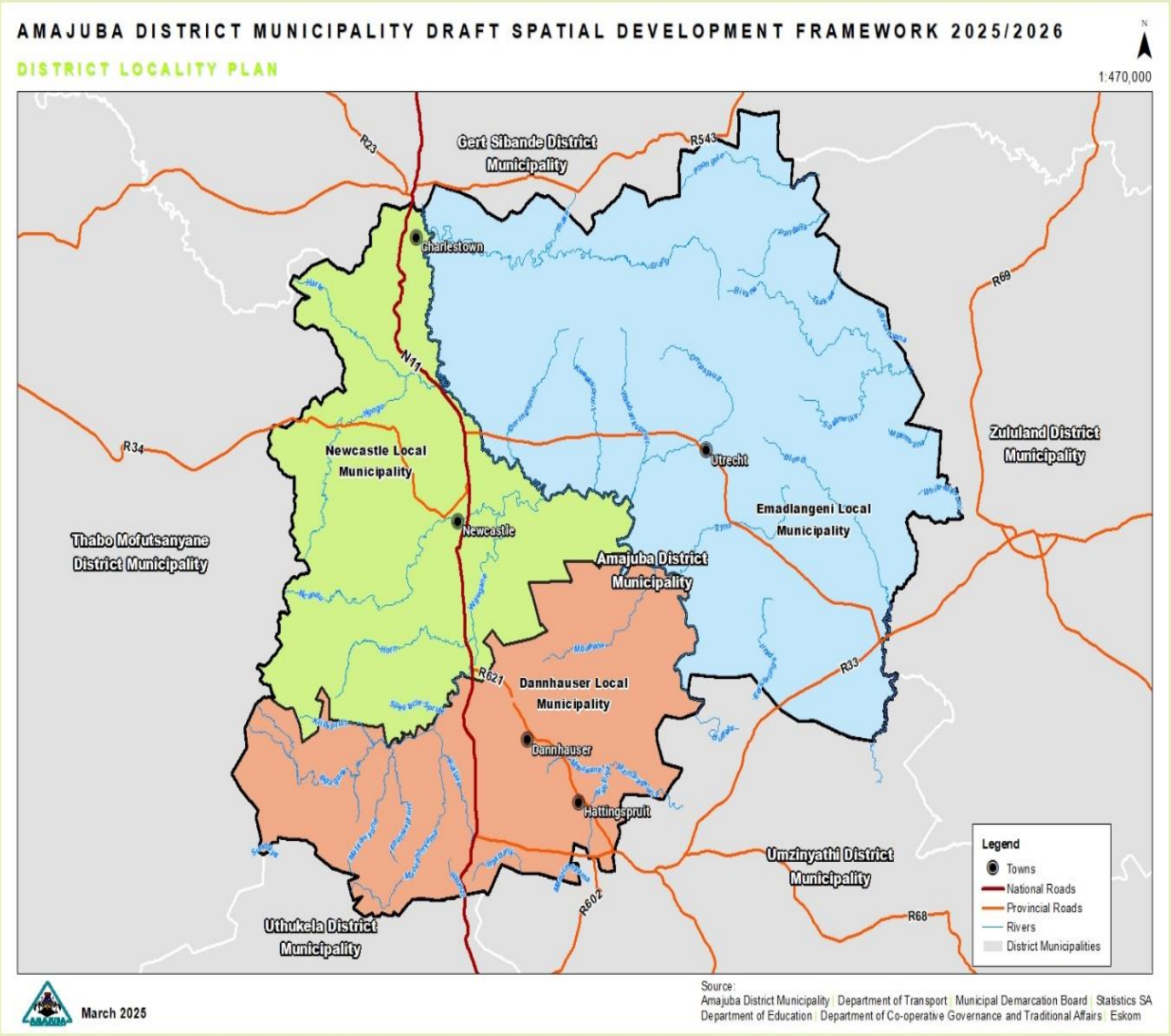
Amajuba District Municipality is demarcated as DC 25 as per the Municipal Demarcation Board; and is one of the ten (10) District Municipalities and one (1) Metro that constitute Kwa-Zulu Natal Province.
Amajuba District is a Category C Municipality which is made up of three local municipalities namely:
Newcastle Local Municipality (KZN 252);
Dannhauser Local Municipality (KZN 254); and
Emadlangeni Local Municipality (KZN 253).



Map: 1 Provincial Locality Plan

Source: (Amajuba District Municipality, 2025)

KwaZulu-Natal is in the Southeast of the country, along the Indian Ocean and sharing boarders with three other provinces, and the countries of Mozambique, Eswatini and Lesotho. It is bounded in the north by Eswatini and Mozambique, to the east by the Indian Ocean, to the south by the Eastern Cape Province, Lesotho and the Free State province lie on the western part of KZN, and in the north-western part it is bordered by the Mpumalanga Province.



Map: 2 District Locality Plan

Source: (Amajuba District Municipality, 2025)

The Amajuba District Municipality is a Category C municipality located in the north-western corner of KwaZulu-Natal, bordering on the Free State Province and Limpopo. It is one of the smallest districts in the province, making up only 8% of its geographical area. The municipality comprises three local municipalities: Newcastle, Emadlangeni and Dannhauser.

1.1.1 LOCALITY

Amajuba District Municipality (ADM) is located to the north-western corner of the KwaZulu- Natal Province. The main transportation route linking the district to its surroundings, is the N11. This is also an alternative route to Johannesburg from Durban. The R34 bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior. The district has a total surface area of 6 910 km^2, it is divided into Newcastle Municipality which covers 1855 km^2, Emadlangeni Municipality which has a surface area of 3539 km^2 and Dannhauser Municipality which covers 1516 km^2.

1.1.2 Regional Access

The geographic location of Amajuba District Municipality along the border of KwaZulu-Natal, Free-State and Mpumalanga Provinces establishes the area as gateway (entry and exit) point to these provinces. The main transportation routes linking the district to its surroundings includes the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richard Bay to the interior. The P483 provincial road forms the major access road from Newcastle to Madadeni, Osizweni and Utrecht which are located to the east of Newcastle.

1.1.3 Regional Context

Amajuba is administratively located within KwaZulu-Natal, it is geographically positioned within the space economy of three other provinces which are Free-State, Mpumalanga and Gauteng. This is due to its proximity in relation to the economic trading hubs of these provinces. The distance from the Amajuba to the major economic hubs within these provinces indicates that it is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal).

The position and role of the Amajuba in the regional space economy is tightly interlinked with these three provinces since the areas have strong functional linkages. The challenge is to ensure that the area benefits from trading and undertaking commerce activities with these economic hubs as opposed to being a peripheral to the economy of these regions.

1.1.4 Historical Background

Newcastle was deeply involved in the Anglo-Boer War, and today is the largest town in northern KwaZulu-Natal. Newcastle was the fourth town founded in 'Natal' and featured prominently in the Transvaal's First War of Independence, and is where the penultimate battle was fought, at Schuinshoogte in 1881. Newcastle also featured prominently in the Anglo-Boer War and featured in both the Boer and English defences.

Dannhauser local municipality is named after Renier Dannhauser, a German settler who in 1872 purchased four farms in the area from the then owner, the Natal government. Dannhauser is a town that was based on coal mining and was laid out in 1870, it was proclaimed a village in 1937.

Emadlangeni Local Municipality until recently, the municipality was known as Utrecht. Its history started in 1852 when Voortrekker settlers traded 100 head of cattle with the Zulu King Mpande for grazing rights in Zululand. The settlers then claimed the land as their own and formed the Republic of Utrecht in 1854.

1.2 IDP DEVELOPMENT AND REVIEW PROCESS

The Amajuba District Municipality's IDP process is fully informed by the Municipal Systems Act 32 of 2000 (MSA) and the complementary Legislations which are namely:

Municipal Finance Management Act 56 of 2003 (MFMA)
Intergovernmental Relations Framework Act 13 of 2005 (IGRFA)
Spatial Planning and Land-Use Management Act 16 of 2013 (SPLUMA) and
Other related legislations.

The District IDP/ Budget Framework Plan informed by the MSA is in place to ensure that the development and review of the IDP and the Budget meet all requirements as per the MFMA and the MSA. The Process

and Framework Plan 2025-2027 was rolled out through ensuring engagement with all stakeholders internally and externally. The development of the IDP 2025-2027 also required that the ADM engage CoGTA and other sector departments through various IGR Forums to ensure that the information contained is reliable and accurate to ensure provision key services. A table below is a summary of the District Framework.

1.2.1 IDP Event Calendar 2025/2026-2026/27

Table: 1 IDP Calendar 2025/2026

QUARTER ONE		
ACTIVITY	**DUE DATE**	**DEPARTMENT RESPONSIBLE**
Circulation of IDP Process and Framework Plan to Local Municipalities	19 July 2024	Planning and Development
Submission of draft IDP Framework & Process Plan – KZN COGTA	31 July 2024	Planning and Development
First IDP Representative Forum meeting	15 November 2024	Planning and Development
First IDP Steering Committee meeting (DAPDF)	28 July 2024	Planning and Development
Council approval of IDP Framework & Process Plan 2025/2026	31 August 2024	Planning and Development
Advertisement of approval of Framework & Process Plan 2025/2026	9 September 2024	Planning and Development
QUARTER TWO		
ACTIVITY	**DUE DATE**	**DEPARTMENT RESPONSIBLE**
2025/2026 Review – Consultative process (Needs analysis)	11, 13 & 15 October 2024	Office of the Speaker & Office of the Mayor
Second IDP Steering Committee meeting (DAPDF)	06 November 2024	Planning and Development
ADM CoGTA Alignment Session	08 November 2024	CoGTA & ADM
QUARTER THREE		
ACTIVITY	**DUE DATE**	**DEPARTMENT RESPONSIBLE**
Third IDP Steering Committee meeting (DAPDF)	22 March 2025	Planning and Development
ExCo Approval of Draft IDP 2025/2026	27 March 2025	Planning and Development
Council Approval of Draft IDP 2025/2026	29 March 2025	Planning and Development
QUARTER FOUR		
ACTIVITY	**DUE DATE**	**DEPARTMENT RESPONSIBLE**

Submission of Draft IDP 2025/2026 to COGTA	31 March 2025	Planning and Development
Draft IDP/Budget 2025/2026 Consultative process	10/12/15 April 2025	Office of the Speaker &Office of the Mayor
Draft IDP assessment feedback	26 April 2025	Planning and Development
Second IDP Representative Forum meeting	15 March 2025	Planning and Development
Fourth IDP Steering Committee meeting (DAPDF)	14 April 2025	Planning and Development
ExCo approval of Final Draft IDP 2025/2026	15 May 2025	Planning and Development
Council approval of final Draft IDP 2025/2026	20 May 2025	Planning and Development
Submission of Final IDP 2025/2026 to COGTA	31 May 2025	Planning and Development

Source: IDP Process Plan 2025/2026-2026/27

1.2.2 RESPONSE TO MEC OF CoGTA ON IDP 2024/2025

In line with Chapter 5 Section 32 of the MSA 32 of 2000, upon the adoption of the IDP by the municipal Council, the Municipal Manager of the ADM must submit its IDP to the MEC CoGTA for assessment. The response to comments received from the MEC is a legislative requirement as per section 32(3). In the case of the ADM, Council has complied with Section 32(3)(a) by agreeing with the proposals of the MEC and initiating the review process for the IDP 2024/25 to develop the 2025/2026-2026/27 IDP.

Below are responses to the issues raised by the MEC and are categorised as the KPA structure in the MEC letter:

Table: 2 MEC Comments

MEC COMMENTS	RESPONSES
2.1. KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
2.1.1 The Municipality is commended for addressing this Key Performance Area (KPA), key elements. To enhance this KPA, the Municipal is encouraged to reflect on the implementation of the Recruitment Policy and the Staff Retention Policy. The Municipal provided statements on the status of its critical posts of Section 54 & 56 posts is insufficient information.	2.1.1 The recruitment and selection policy was reviewed and adopted by Council on 28 March 2024 and is implemented for recruitment of Staff. The Staff Retention Policy was reviewed and adopted by Council on 28 March 2024 and is implemented. The section 54 post of Municipal Manager has been vacant from 01 September 2024 and the recruitment process is underway. The five section 56 posts of Senior Managers are filled.

2.1.2 The Municipal is commended for employing people living with disabilities (currently employed 2), the Municipal is encouraged to continue with its effort and attract more employees living with disabilities to attain the recommended 2%. 2.1.3 Municipalities are expected to conclude the Key Performance Area analysis with the identification of Key Challenges in line with IDP Framework Guide, and this is lacking from the municipal IDP.	2.1.2 The Municipality will continue with its effort and attract more employees living with disabilities to attain the recommended 2% and will work with the Amajuba District Forum for People Living with Disabilities in this regard. 2.1.3 The following are the Key Performance Area Key Challenges: a) Politically driven Employees instead of service delivery oriented b) Retention and attraction of other special and technical skills c) Salary bill above 25-40 % threshold of the budget d) Inability to tap on the other available sources of funding e) Lack of internal business plans knowledge f) Inadequate financial resources for tools of trade to perform functions g) Ageing fleet of plants and vehicles h) Insufficient financial resources to implement projects and programmes i) Grant dependency and limited equable share and financial resources j) High rate of unemployment and economic participation opportunities which makes the municipal recruitment process to be loaded with People seeking employment opportunities k) Electrical power load shedding and cost of fuel for the backup generators since electrical loadshedding is back.
2.2 KPA: LOCAL ECONOMIC DEVELOPMENT	
2.2.1 The Municipality is encouraged to fast track the completion of the LED feasibility study to establish the development agency as this will assist with implementation of projects in the district where the local municipalities lack capacity.	2.21 The feasibility study report was completed and taken to council. The council chose the suitable option but decided to put on hold the implementation process until the municipality was financially stable

2.2.2 An assessment of Red Tape is required for business processes which affect service delivery in the district and its local municipalities. It is expected that the Red Tape Reduction will enhance and promote the attraction and retention of new and existing businesses in the district.	2.2.2 The municipality is using the Investment Promotion and Facilitation Strategy to address Red Tape. Such document was submitted together with the IDP as an attachment. It sufficiently addresses all the Red Tape we are currently experiencing within the district.
2.2.3 The Department noted that Municipality does not have a committed budget for LED. The District Municipality is urged to commit budgets and form meaningful partnerships to implement the LED Strategy and support other catalytic projects across the local municipalities.	2.2.3 The municipality does have a limited budget for LED. Yes it's true that it cannot cover all the projects as listed on the implementation plan. A request will be submitted to Council during the Strat Plan for more funding to be allocated as required by the LED Implementation Plan Sent from my iPhone
2.3 KPA: BASIC SERVICE DELIVERY	
2.3.1 The Municipality is recommended to update information on how water and sanitation services are supplied and reflects on maps. It is requested that the water and sanitation projects are listed over the five-year planning horizon using the Infrastructure Delivery Management System (IDMS) phases as required by National Treasury to improve the alignment and implementation.	2.3.1 Water and sanitation services are provided to two local municipalities, namely: Dannhauser and Emadlangeni LM. Water provision is carried out through the RDP Level, above and below RDP. This is through yard connections, standpipes, boreholes, springs and water tankers. Boreholes are electrified, some with solar panels and handpumps. Sanitation services are supplied via the following mode: flush directly to the reticulation system, septic tanks, conservancy tanks and VIP's. planning for service delivery is done on a 5-year plan and conforms to the funders reporting requirements.
2.3.2 The Municipality is recommended to have Energy Plan, Operations and Maintenance Plan is in place. The Municipality is encouraged to spatially show the backlogs of electricity delivery which would indicate electricity supplied.	2.3.2 The operation and maintenance plan is in place with standard operating procedures as well as safety hacks for carrying out operation and maintenance of various municipal infrastructure. The Energy Plan is not a function of the district, but local municipalities are the custodians and implementors of the energy plan, in collaboration with ESKOM, where they decide on electrical infrastructure to be installed, its maintenance routines as well the condition of the existing infrastructure.
2.3.3 The Municipality has submitted a vague Housing Chapter in the IDP. As the District Municipality is the authority over bulk infrastructure for the local municipalities, the	2.3.3 Bulk water services and the provision of bulk infrastructure are the functions of the district as it's the Water Services Authority amongst the two local municipalities its

Municipality should plan and budget to assist in unblocking of the blocked projects (Blocked due to no availability of bulks). The District should prioritize the development of the Integrated Transport Plan. 2.3.4 The Department encourages the Municipality to use the web portal system in consultation with local municipalities and follow the Integrated Waste Management Plan (IWMP) guidelines when developing an IWMP for the District. The Municipality has an important role of supporting the local municipalities in their functional area of waste management. The Municipality should have an appropriate plan to provide necessary support to LM in terms of waste management.	services. Local municipalities have to submit their housing development plan to the district to inform and make a formal request for bulk services for proposed or planned for development. The district then drafts and submits business plans to various funders in support of the planned or proposed development. This is carried out to support development by local municipalities and unblock projects. 2.3.4 The challenge with using the web portal is that only Newcastle LM has an approved IWMP, Emadlangeni and Dannhauser do not have data. In the absence of data for the two LMs and lack of human resource capacity within the Environmental Management unit, developing the district IWMP will remain a challenge. Waste management is a function of Planning and Development Services under the environmental management unit. Development of the IWMP and encouraging locals to use the web portal system is also amongst the environmental Management Unit.
2.4 KPA: FINANCIAL VIABILITY AND MANAGEMENT	
2.4.1 The Municipality is encouraged to include categories of preferences for people living with disability and display cohesiveness to assess whether the primary objectives of services delivery re met on the Supply Chain Management (SCM) policy. 2.4.2 Th debt category did not contain sufficient information on the age analysis of debtors. The Municipality is encouraged to provide complete information related to all aspects of the financial information.	2.4.1 The SCM policy is updated, and it includes a portion of Disabled people when advertising through competitive bidding under specific goals. Please refer to the attached policy (62.1) 2.4.2 The Debt Recovery will be updated the debt recovery section to include a detailed age analysis of debtors, ensuring greater transparency in our financial reporting. Will identify and address any gaps in financial reporting related to debtors in our next submission to ensure full compliance.
2.5 KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
2.5.1 Please note, as per the Cabinet Resolution dated September 2016, all municipalities are expected to implement the Batho Pele Principles. The Municipality has not yet developed the Service Delivery Improvement	2.5.1 The Batho Pele Principles are implemented by the Municipality. The Batho Pele Policy and Procedure Manual has been developed, was adopted by Council on 28

plan (SDIP) (including the identification of three services to be improved) as recommended in the IDP Framework Guide. The Municipality is therefore encouraged to develop the SDIP to ensure compliance with the Batho Pele requirements.	March 2025 and its implementation is work in progress. The Service Delivery Improvement plan (SDIP) with identification of minimum three services to be improved was has been developed, reviewed and adopted by Council on 28 March 2024 and is implemented.
2.5.2 The IDP include discussions on the background and purpose of Operation Sukuma Sakhe (OSS), the Municipality is recommended to report on the progress made with the actual rollout of OSS, District Task Team (DTT) and Local Tasks Teams (LTTs), the OSS stakeholders, OSS programmers being rolled out, challenges with implementation, achievement and support toward DDM implementation.	2.5.2 DDM is implementation is underway.
2.5.3 The municipality is encouraged to indicate whether strategic pronouncements from National and Provincial structures are discussed and progress monitored at the Intergovernmental Relation (IGR) structures and the progress made with tabling the reports from the IGR structures to Council.	2.5.3 Strategic pronouncements from National and Provincial structures are discussed and progress monitored at the Intergovernmental Relation (IGR) structures. DDM IGR structures reports are tabled to Council.
2.5.4 The Municipality is advised to elaborate on the establishment, functionality, and participation by Head of Department in IDP Steering committee meetings. The Municipality is encouraged to ensure the development and adoption of a Communication Plan/Strategy for public participation.	2.5.4 The information of IDP Steering Committee functionality will be articulated on the IDP Review.
2.5.5 The Municipality is encouraged to include a comprehensive list of both the adoptions status of all policies, as well as a list of the adoption and promulgation status of the bylaws. It is further recommended that budget is set aside to promulgate the draft bylaws.	2.5.5 A comprehensive list of both the adoption status of all policies, as well as a list of the adopted and promulgation status of the bylaws is available and was presented at strategic planning session 2025. There is budget constraints for promulgation of the bylaws and promulgation process has commenced and must be fast tracked.
2.5.6 The Executive Summary (Chapter A) and in the Good Governance and Public Participation chapter of the IDP, no challenges were listed in chapter A. The Department noted that not all challenges or issues reflected in the SWOT analysis align with the status quo analysis. The Municipality is encouraged to develop a comprehensive Good Governance SWOT analysis that covers all KPA elements.	
2.6 KPA: CROSS CUTTING ISSUES	

2.6.1 The Municipality is commended for complying with Sections 26(e) of the Municipal System Act and Sections 12 (1) and Sections 20 of the Spatial Planning and Land Use Management Act, Act No 16 of 2013, by developing and submitting the Spatial Development Framework as an annexure to the Integrated Development Plan. The Spatial Development Framework is required to comply with Regulations 2(4) of the Local Government Planning and Performance Management Regulations, 2001, Regulation 796 of 2001 and provisions of Section 21 of the Spatial Planning and Land Use Management Act, 2013.	2.6.1 The Municipality notes and acknowledges the comment and appreciates the recognition of its efforts to comply with the relevant legislative requirements. The Municipality continues to align the Spatial Development Framework with the Integrated Development Plan, in accordance with Regulations 2(4) of the Local Government: Municipal Planning and Performance Management Regulations, 2001, Regulation 796 of 2001, and Section 21 of the Spatial Planning and Land Use Management Act, 2013.
2.6.2 The future revision of the municipal Strategic Development Framework (SDF) should prioritize the development of an SDP (5-year plan) and focus on providing a summary of key strategic priorities and interventions for short-term implementation and segmentation of the vision, including: clear details of the envisioned desired spatial form of the Municipality implementable in a short-term. Include demonstrating coordination and alignment of various sectoral plans. Provide guidance of government spending consistent with the desired spatial form of Municipality, including a short-term expenditure plan (noting that the Capital Investment Framework is different from the Capital Expenditure Framework) and spatially depicting programmes and projects implementable in a five-year period.	2.6.2 The Municipality acknowledges the importance of prioritising the development of a Strategic Development Plan (SDP) within the future revision of the Spatial Development Framework (SDF). The Municipality will focus on defining the desired spatial form with tangible short-term implementation strategies while ensuring coordination and alignment with various sectoral plans. Furthermore, the SDF will provide guidance on government spending that aligns with the envisioned spatial structure of the Municipality, incorporating a short-term expenditure plan.
2.6.3 The Municipality is encouraged to ensure that strategies directly address spatial integration. The Department noted and commended the Municipality for being in the process of updating the SDF.	2.6.3The Municipality remains committed to ensuring that our strategies actively promote spatial integration, aligning with legislative requirements and broader developmental goals.
2.6.4 The Municipality is encouraged to provide necessary support to local municipalities (LMs) in terms of waste management. Waste management function should be recognized as a priority in the District.	2.6.4 ADM does not have human resource capacity. There is only one personnel performing other functions which are a core function of the district (e.g. Air quality management).
2.6.5 The Municipality is responsible for environmental air quality monitoring and reporting however the IDP does not provide full representation of the status of the Air Quality in and potential types of pollutants in the	2.6.5 Environmental air quality monitoring is summarised in the environmental chapter of the IDP. It is reflected in the District Air Quality Management Plan which is incorporated into the IDP.

atmosphere that affect the quality and environment of citizens of Amajuba District. 2.6.6 Climate Change Impacts are not listed as a potential treat in the Cross-Cutting SWOT analysis. The Municipality is encouraged to include climate mitigation and adaptations measures. Detailed analysis of Climate Change Impact in the District needs to be included on the IDP.	2.6.6 Potential threats are reflected in the IDP. However, the district needs to elaborate on them. They are also incorporated on the District Climate Change Strategy which is included in the IDP. The district needs to elaborate on the analysis of climate change impact however, it is reflected on the District Climate Change Strategy which is part of the IDP.

The development of the third Generation of the Integrated Development Plan (IDP) preparation reflects the priorities of the Amajuba District Municipality Council. IDP's are organic documents that they change and grow according to challenges and changes in the district. The IDP is crafted to achieve the following objectives:

Integrated and sustainable human settlement;
Stimulating the growth of a robust local economy;
Social cohesion and inclusion leading to nation building;
Environmental sustainability; and
Strengthening inter-governmental relations.

Informed

This document seeks to know and understand what is, should and could be happening in the DM as well as where and when. This IDP integrates the STATSSA Census 2022, 2011, STATSSA Community Survey 2016, Community Survey 2018, STATSSA Mid-Year Estimates 2020 and IHS Global insight. It also compares the current rate of service delivery to the targets set by government.

Assertive

The IDP seeks to steer and guide the economy along with minimal fall-out through the integration of the LED, Tourism and Agricultural Sector Plans into the IDP.

Strategic

The interventions of the IDP seek to maximise sustained impact at minimum costs. The IDP and SDF have been aligned with the National Development Plan (NDP) as well as the Provincial Growth and Development Strategy (PGDS) and the Provincial Spatial Economic Development Strategy (PSEDS). The SDF has been reviewed this financial year and is aligned with the LED sector plans and captures the key interventions from the District Growth and Development Plan (DGDP).

Wise

The IDP takes considered responses, does not act on short-term whims, and takes a longer view to encourage development within the district. The IDP document has developed and has learnt from the past IDP Reviews and their processes.

Nimble

The IDP and its methodology has also been developed in such a way that it is flexible and able to adapt and change direction if it may be required to do so to meet set objectives.

Collaborative

This IDP has been developed through a collaborative process with the communities of the Amajuba DM, sector departments both provincial and national, within the structures of the "family of municipalities", as well as with surrounding District Municipalities.

1.3 STAKEHOLDER INVOLVEMENT

As part of the implementation of the ADM Process and Framework Plan 2025-2027, the ADM hosted one successful IDP Representative Forum. The Minister of National Co-operative Governance and Traditional Affairs further provided Directions to be followed by municipalities with outlined regulations as per Government Gazette No. 43855 of dated 1 February 2022 and the amended Directions as per Government Gazette No. 43291 dated 07 May 2020. Stakeholders' engagement will be conducted in person in line with the Directions of Gazette No 43855 under item 8 for the gatherings at a workplace for work purposes are allowed, subject to strict adherence to all health protocols and social distancing measures.

The following will be the key issues to be reviewed annually:

Engagement with Traditional Leaders
Institutional arrangements and capacity
Financial resources
Stakeholders' engagements
Performance of the municipality against KPA's
Sector Department progress / programmes and inputs
Strategies and partnerships
Sector Plans

1.3.1 PARTICIPATION OF SECTOR DEPARTMENTS

The involvement of Sector Departments in the preparation, implementation and monitoring of the IDP is important. There is no legislation that requires sector departments to enforce sector departments to align their budgets to the municipal budgets responding to the resource needs. The IDP should be the main tool used to guide development in a municipal area containing projects/programmes from all sector departments. In view of the challenges faced with attendance to meetings, the municipality has employed the "one on one" strategy to communicate with sector departments. The provincial sector departments below are considered to have been assisting the municipality during its review:
Department of Co-operative Governance and Traditional Affairs
Department of Transport
Department of Education
Department of Health
Department of Human Settlements
Department of Public Works
Department of Agriculture and Rural Development
Department of Social Development (Population unit)
Department of Environmental Affairs
Statistics South Africa
Provincial Treasury

1.3.2 PUBLIC PARTICIPATION

The Constitution of the Republic of South Africa together with other complimentary pieces of legislation compels the municipalities to ensure that the public participates in matters of local government. The Constitution is underpinned by the principles of good governance, also highlighting the importance of community participation as an essential element of successful good local governance. Without active community participation, the challenge of ensuring effective accountable and clean local government will not be overcome. Legislation facilitates active participation of community members in the affair of the municipality, including the formulation of Integrated Development Plans (IDPs) and Municipal budgets. Municipalities are required to promote public participation to build the capacity of residents, Councillors and Municipal officials to engage in participatory processes.

Amajuba District Municipality embarked on Izimbizo Roadshows in Newcastle Local Municipality, Dannhauser Local Municipality and in partnership with Emadlangeni Local Municipality. The road shows focused on the delivery of the 4th Generation 2025-2027 in presenting for the Draft IDP, SDF and Budget 2025/26 – 2026/27. The road shows assisted the ADM in keeping abreast with the core needs of the communities and ensuring that it continues to deliver quality services in partnership with the local municipalities 2025/26 IDP Budget Roadshows will be conducted in the Newcastle, Dannhauser and Emadlangeni Local Municipality within the jurisdiction of the district in partnership with the three local Municipalities within the District that scheduled as follows:

Table: 3 IDP Community Meetings

DRAFT IDP/BUDGET 2025 CONSULTATIVE COMMUNITY MEETINGS			
COMMUNITY MEETINGS			
AREA	DATE	TIME	VENUE
Amakhosi/Traditional Leader	07 January 2025	10h00	Balele Game Resort
Dannhauser Local Municipality	07 May 2025	10h00	Durnacol Sport Complex- Ward 2
Joint Amajuba District Municipality & Emadlangeni Local Municipality	09 May 2025	10h00	Mzilikazi Sport Field – Ward 5

The venues were identified by the local municipalities in consultation with the office bearers through the ADM Speaker. The areas that we selected to host the roadshows were not centralized in terms of the wards selected, however it was ensured that there was easy access for all community members to take part. Transport arrangements, in a form of buses and taxis were made for those who lived afar from the venues. The days and times chosen for the meetings also ensured maximum attendance of most community members.

1.3.3 PROCESS FOLLOWED

Following the Directions of Gazette No.43147 the ADM will publish a public notice on the municipal website for stakeholder inputs with a closing date and comments following the Mayoral IDP roadshows and television interview by His Worship the Mayor Cllr Prince NM Zulu. Government departments and other stakeholders that sit in the IDP-RF will be provided with the notice via emails and SMSs. This decision was taken to ensure adherence to the MSA and ensure that the Council approves an IDP that has stakeholders' inputs. Other processes for consultation include the use of media, social medial platforms and radio broadcasters.

A vigorous communication and information dissemination campaign aimed at reaching out to all the communities of Amajuba District Municipality were undertaken and the following means of communication and mobilization were utilized:

Notices pamphlets distribution at local libraries and public areas.
Loud hailing and mobilization through Ward Public meetings, War rooms and Ward Committees.

I. Inputs Received on Draft (IDP ROADSHOWS 2024-25)

The following inputs were received during the Draft IDP/SDF/Budget Roadshows in local municipalities' communities as followed:

Table: 4 Dannhauser Local Municipality IDP Comments 07 May 2025

NAME AND SURNAME	WARD	COMMENTS/QUESTIONS
	2	The community is currently facing a critical challenge related to access to clean water. Residents report that the available water supply is contaminated, posing serious health risks. In response, there has been a request to install underground piping as a long-term solution to ensure clean and safe water delivery. Additionally, the community is grappling with land and housing security issues. There have been multiple incidents of unauthorized individuals invading residents' homes, creating safety concerns and undermining property rights. These issues highlight the urgent need for coordinated interventions in infrastructure and community protection.
Thandazile Mbatha	8	An issue has been raised concerning the lack of water supply to 11 houses since 2019. These households have reportedly not had consistent or direct access to municipal water services for several years. **2. Interim Measures** The newly appointed councillor has acknowledged the situation and arranged for water delivery through water trucks as a temporary relief measure. While this has somewhat mitigated the immediate water needs, it is not a sustainable long-term solution. **3. Community Requests** **Water Tanks**: Residents, including small business owners, have requested the installation of water tanks to store the delivered water, allowing for more consistent access. Permanent Solution: There is a strong demand from the community for a permanent resolution, including connection to the municipal water network.

	Durnacol – Ward 2	**Water Leakages** Significant leakage in parts of the area, further reducing water pressure and availability. Causes water wastage and may be contributing to the broader service delivery problem. **Lack of Local Service Office** Residents have no nearby municipal service point to report or enquire about water-related issues. They request the establishment of a local water help desk or satellite office. **Long Distance to Collect Water** Residents, including the elderly, must walk long distances to access water from communal taps or trucks. This poses serious health and safety risks, especially in extreme weather conditions.
	13	**Water Supply** Residents have had no access to piped water for over 5 years. Water trucks provided by the current councillor offer temporary relief but do not meet daily needs. Residents, especially the elderly, walk long distances to collect water. Water tanks have been requested, particularly by business owners, to support daily use and operations. The community has requested a local water service office to report and resolve issues more efficiently. **Roads and Bridges** Roads and bridges are severely damaged, making the area difficult to access. The poor condition affects transport, emergency services, and contributes to isolation, especially during rainy seasons. The community has requested urgent repair and maintenance of this infrastructure. **Housing Safety** Two houses have collapsed, possibly due to structural weaknesses worsened by environmental conditions and lack of basic services.

		There may be other homes at risk due to ongoing exposure to unsafe conditions. **Sanitation (Toilets)** Residents report that many toilets are in poor condition or non-functional.
	(Skobharen i)	**Water Leakage on Pavement** There is a continuous flow of running water along pavements in the area. This leak is damaging the pavement surface, causing cracks and erosion. Residents request urgent identification and repair of the leak source to prevent further infrastructure damage and water loss. **Poor Condition of Roads** Roads in the area are in a severely deteriorated condition, with potholes, eroded surfaces, and uneven terrain. The roads are in a bad state, with extensive damage including potholes, uneven surfaces, and erosion. This poor condition affects daily movement, increases vehicle maintenance costs, and limits access to essential services. The community is requesting urgent rehabilitation and resurfacing of all affected roads. Residents have formally requested road rehabilitation and resurfacing as a top priority.
	Tago	The community continues to face serious water challenges, with some households still not receiving any water, despite being in the same area as others who do. This unequal distribution of water creates frustration and hardship, especially for vulnerable groups like the elderly and families with young children. **Community Requests:** **Local Water Reporting Office** Residents have requested a dedicated office or help desk in the area where they can report water-related issues and follow up on service delays or outages. **Boreholes Installation**

		The community has proposed the drilling of boreholes, as there is known underground water available. Boreholes would provide a more reliable and independent water source, especially for households that continue to be excluded from the main municipal supply.

Mayoral Response

Water Access Update and Municipal

The municipality has acknowledged the ongoing water supply challenges in the area, particularly the 11 identified households that have not received any water access for over five years.

Interim Solution:

Areas currently without water will be provided with JOJO tanks as a temporary relief measure.

These tanks will ensure affected households have access to stored water while long-term solutions are being implemented.

Planned Actions:

The municipality has officially noted the 11 households without water and will conduct a thorough investigation into the cause of the exclusion from the water network.

Based on the findings, the municipality will develop a corrective action plan to connect these homes to the water supply system.

Joint Amajuba District Municipality & Emadlangeni Local Municipality (Mzilikazi Sport Field – Ward 5) on the 09 May 2025

Table: 5 IDP Community Input

NAME AND SURNAME	WARD	COMMENTS/QUESTIONS
Mr Mbatha	6 (Esdakeni)	**Electricity** Electricity was promised in the previous financial year, but to date, no installation has taken place. Households remain without power, and residents are calling for urgent updates and delivery of the promised electrification project. **1.2 Unfinished Toilet Project** The community reports that a toilet project was initiated, and holes were dug, but the work was abandoned without completion. These open pits remain exposed and pose a serious danger, especially to children and the elderly.

		The community requests that: The project be completed urgently, or The holes be properly covered or secured to avoid injury or fatalities. **1.3 Borehole Issue** A borehole was opened, but no action was taken to complete or utilize it. Due to heavy rains, the community had to bury the open borehole for safety. Residents express frustration over lack of follow-up, especially considering boreholes were proposed as a solution to water shortages. **1.4 Roads and Safety Concerns** Roads remain in severe disrepair, with erosion, potholes, and unsafe surfaces. The damaged state of roads has rendered some routes unusable, especially during adverse weather. A major concern is the safety of children who travel to school by bus. Poor road conditions increase the risk of: Accidents Delays in transport Injury to pedestrians, especially schoolchildren
Mpiyakhe Malinga	1	**Water Access** Many households still do not have access to piped water. Residents are requesting urgent inclusion of water infrastructure projects in the municipal budget to: Extend the water supply network Resolve unequal water distribution Provide reliable, long-term access **Boreholes** The community has requested the drilling of boreholes, especially in areas where underground water is accessible. Boreholes are seen as a sustainable backup to address chronic water shortages and serve as relief for households completely excluded from the main supply. **2.3 Bridge Repairs**

		The local bridge is in a damaged or unsafe condition, restricting access for vehicles and pedestrians, especially during rain. Residents have requested this bridge be rehabilitated or rebuilt, citing concerns over children's safety and isolation of key services. They emphasize the need for this to be included as a priority project in the new budget.
Nkosingiphile Malinga	3	**Water Infrastructure: Vaalbank Pump Issue** The community has reported a problem with the water pump at Vaalbank, which may be contributing to ongoing water supply challenges in the area. This pump is critical to local water distribution, and any malfunction affects multiple households. Residents are requesting urgent inspection and repair of the pump to restore normal water service. **2. Sanitation and Toilets** **2.1 General Toilet Shortages** There is a shortage of functioning toilets in the community, with many households lacking proper sanitation facilities. This shortage is leading to unhygienic conditions and health concerns, especially for the elderly, women, and children. The community is requesting the provision of additional toilets, prioritizing high-density or underserved sections. **2.2 Request for the Cemetery to have toilet** Residents are requesting that the **cemetery space with toilet facilities**, based on the following key concerns: **Lack of sanitary facilities** during funerals and gatherings at the cemetery. **Inconvenience for elders, mourners, and visitors**, particularly during long ceremonies or hot weather. **Health and hygiene risks** posed by makeshift, unsafe, or absent alternatives. This request reflects the community's need for **basic human dignity, public health safety,** and **cultural respect** during burials and memorials. As such, the installation of permanent toilet facilities at the cemetery is considered a **high-priority item** and should be **included in the upcoming municipal budget and cemetery development plans.**

		Wastewater Treatment Plant Project Residents have raised serious concerns regarding the wastewater treatment plant project in the area: The contractor was reportedly dismissed, yet no official communication or explanation was given to the community. There has been no feedback, progress update, or clarity on the future of the project. The lack of transparency has led to frustration and suspicion, especially as the project is vital for environmental health and future development. **Community Request:** Immediate public feedback and clarification from the responsible municipal department or project manager. A community meeting or written update explaining: Why the contractor was dismissed What the next steps are When the project will resume
Wiseman	1	**1. Road Conditions** Residents have repeatedly reported that the roads in the area are in a severely bad state. The roads are damaged, uneven, and filled with potholes, making daily travel difficult and unsafe, especially for school children, emergency vehicles, and public transport. **2. Lack of Electricity** The community still does not have access to electricity, despite previous commitments made in earlier financial years. This continues to affect their quality of life, safety, and ability to operate small businesses or study at night. **3. Request for Mayoral Site Visit** The community has formally requested that **the Mayor personally visit the area** to: Witness actual the conditions they are living under. Engage with residents directly regarding their concerns. See the stalled or incomplete projects and lack of basic services.

Andisiwe	6	**Electricity Access and Budget Inclusion** The community confirmed that they **currently have electricity**. However, they have **formally requested to be included in the upcoming municipal budget** to: Ensure continued **maintenance and upgrades** of the existing electricity infrastructure. Support **future electrification needs** for any planned developments or population growth. **2. Ward Committee Performance** Residents expressed concern over the performance of the current ward committee. Key issues raised include: Community concerns are not being effectively communicated to the ward councillor. There is a lack of feedback and visible representation, leading to frustration and a breakdown in trust. The community requests: Improved oversight and accountability of ward committee members. Opportunities for direct engagement with the councillor, especially when local structures fail.
Thembelihle	5 (Beru)	**1. Road Conditions** The community has formally requested that the roads in the area be repaired. Roads are in a poor and deteriorating state, making transportation difficult and unsafe for both vehicles and pedestrians. Residents are calling for: Urgent maintenance and rehabilitation Inclusion of road upgrades in the municipal infrastructure budget **2. Water Access Issues** Residents also reported ongoing challenges with water access, including:

		Inconsistent or unavailable water supply Households still without direct water connections The community requests: Immediate investigation and resolution of the water supply problem Consideration for borehole development or JOJO tanks where piped access is delayed
Simphiwe Khoza	6 Mfolozi	**Road Conditions** The community has formally requested that the roads in the area be repaired. Roads are in a poor and deteriorating state, making transportation difficult and unsafe for both vehicles and pedestrians. Residents are calling for: Urgent maintenance and rehabilitation Inclusion of road upgrades **2. Water Access Issues** Residents also reported ongoing challenges with water access, including: Inconsistent or unavailable water supply Households still without direct water connections The community requests: Immediate investigation and resolution of the water supply problem Consideration for borehole development or JOJO tanks where piped access is delayed
Bheki Zulu	2	**Urgent Request for Bridge at Ezimuka** The community of Ezimuka urgently needs a bridge, as the current lack of safe crossing infrastructure has resulted in fatalities. Lives have been lost due to the absence of a secure and accessible bridge, particularly during heavy rains or flooding. This situation presents a serious risk to safety and mobility for children, the elderly, and the entire community. **Sanitation: Shortage of Toilets**

		The community does not have enough toilets, which is contributing to poor hygiene, health risks, and lack of dignity, particularly for vulnerable groups.
Khumalo	4	**Request for Solar Panels** The community has requested the provision of solar panels, particularly in areas where electricity is unreliable or unavailable. **Network Connectivity Issues** The area continues to experience **poor mobile and internet network coverage**, which impacts: **Access to communication and emergency services** **Educational resources** for learners and students **Water Access – Piped Supply to Taps** Residents have raised concern that **water does not reach their household taps,** despite existing infrastructure in some cases. This creates hardship, especially for the elderly and those with limited mobility, who must travel long distances to fetch water.
Zanele Nkabinde	5	**Request for Land Access to Support Agricultural Business** The community has formally requested that their local councillor assist in securing access to land through a lease arrangement, specifically for agricultural business purposes. Community members involved in farming and agribusiness have identified available land but have struggled to obtain formal leasing support through the appropriate municipal processes. **Impact of Delays and Lack of Support:** Due to the lack of timely access to land, the community lost critical funding opportunities linked to agricultural development. This has not only affected local food production and job creation, but also undermined community-led economic initiatives. **Community Request:**

		That the councillor urgently assists in facilitating the leasing of suitable municipal or communal land to registered or organized community agricultural groups. That future agricultural project applications be prioritised and supported to avoid further missed opportunities and funding losses.

ADM Deputy Mayor Responses:

- regarding the previously abandoned toilet project in Ward 6, the Mayor reported that the project is scheduled to resume on the 30th of June 2025. This continuation aims to address service delivery concerns in the affected area and ensure the completion of much-needed sanitation infrastructure for the community.
- The Mayor stated that he will follow up on the issues related to boreholes and pump challenges. This commitment is aimed at ensuring the restoration and improvement of water supply infrastructure, particularly in areas experiencing ongoing water shortages or system failures.

1.3.4 Public Participation Programmes (2025/26)

Community Safety Forum (structures are fully operational)
Emadlangeni Local Municipality
Dannhauser Local Municipality
Newcastle Local Municipality
Amajuba District Municipality

Conduct workshops with all municipal Councillors and revive all structures.
Need to ensure maximum participation of our Councillors
Monitor sitting of CSF on quarterly basis
Developing a working plan on farm violence, gender- based violence and gangsterism
Focus at Osizweni as it is a GBV Hotspot

Media Tour
Existing human settlements in and around Amajuba District
Neighbourhood Development Grant – how best we can access this money and develop a programme of action towards is implementation
Food Security Programme
Skills Transfer Programme

Youth Development
Coordination of ADM Youth Council structure
Youth Financial Assistance Programme
Youth Skills Development

Youth Day Celebration
Job Creation
Integrated Community Development program for Youth
Youth Health
Youth In Sports

1.3.5 COMMUNICATION PLAN

The communication Plan is in place and was adopted in 2024/2025 financial year full document is attached as Annexure.

1.4 What are the key Challenges?

1.4 .1 AMAJUBA MUNICIPALITY KEY CHALLENGES

KPA: Good Governance and Public Participation		
Ref.	**Key Challenge**	**Description**
GGPP1	Funding for project implementation & enablers	Adequate funding is essential for the successful implementation of municipal projects and the provision of necessary enablers such as infrastructure, technology, and human resources. Securing reliable financial resources ensures that projects are completed on time, within budget, and to the required quality standards. Furthermore, investment in enablers supports efficient project execution and sustainability, ultimately enhancing service delivery and community development outcomes.
GGPP2	Non-attendance by Senior Managers in the DDM structures meetings	Engage with Local Municipalities Political and Administrative Leadership
GGPP3	Non-attendance by Honourable Political Leaders in the DDM Political Hub meetings and Speakers Forum	Engage with Local Municipalities Political and Administrative Leadership
GGPP4	Inadequate training budget	Source and allocate more budget
GGPP5	Inadequate office space and parkings	Create additional office and parking space
GGPP6	Lack of functional electronic leave management system	Obtain the functional electronic leave management system

GGPP7	Inadequate building maintenance budget to implement the property and maintenance plan	Allocate more budget
GGPP8	Inadequate fleet maintenance budget	Allocate more budget
GGPP9	Gaps in the ICT Policies	Review policies and lose
GGPP10	No custom programme for Helpdesk System, resulting in inefficient monitoring and tracking of logged incidents.	Obtain the system
GGPP11	Lack of IT required capacity and skills to troubleshoot and resolve ICT problems.	Obtain the required capacity and skills
GGPP12	Lack of adequate IT budget	Allocate more budget
GGPP13	Old Building IT Infrastructure hampers effective implementation of new technology.	Upgrade and renew the old building IT infrastructure

KPA: Municipal Transformation and Institutional Development (MTID)		
Ref.	**Key Challenge**	**Description**
MTID 1	Insufficient Skills Development and Literacy Improvement	The Municipality continues to face challenges due to inadequate skills development initiatives and low literacy levels within the community. These limitations hinder economic growth, reduce employment opportunities, and limit the capacity of residents to actively participate in local development.
MTID 2	Lack Maintenance of ICT Infrastructure	The Municipality is experiencing challenges due to insufficient maintenance of its ICT infrastructure. This neglect leads to frequent system breakdowns, reduced operational efficiency, increased security risks, and service disruptions. Without regular upkeep, hardware and software become outdated, compromising the ability to support critical municipal functions and digital services.

MTID 3	Low Responses to Critical Scarce Skills in Municipal Recruitment	The Municipality experiences low response rates when recruiting for critical scarce skills. This challenge is largely due to competition from the private sector, which often offers more attractive remuneration packages and benefits. As a result, the public sector struggles to attract and retain qualified professionals, impacting service delivery and operational efficiency.
KPA: Basic Service Delivery		
Ref.	**Key Challenge**	**Description**
BSD 1	Lack of municipal infrastructure policies	Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations.
BSD 2	Lack of adequate infrastructure information and infrastructure	Many historic service delivery backlogs have not been properly identified or time-referenced, making it difficult to quantify progress or allocate resources effectively. Information used to assess and report on backlogs is often outdated or inaccurate, leading to misinformed planning and decision-making processes. Rapid population growth and increased migration into urban and peri-urban areas are placing additional pressure on municipal services. Integrated Communities with Unequal Service Levels: Many communities are integrated but experience different levels of service delivery, ranging from basic services to more advanced infrastructure.
BSD 2	Ageing infrastructure	High levels of water loss through leaks and inefficient infrastructure are reducing the availability of potable. water. Poor or No Maintenance leads inadequate maintenance of water infrastructure impairs system inefficiencies and increases the risk of service disruptions
BSD 3	Institutional arrangements	Lacking municipal institutional arrangement Lack of suitably trained staff (or very few staff in the technical departments) Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)

KPA: Local Economic Development (LED)		
Ref.	**Key Challenge**	**Description**
LED 1	Increase of high rate of unemployment	The Municipality is currently facing a high rate of unemployment, which has significant socio-economic implications including increased poverty, reduced household incomes, and heightened social vulnerability. This challenge affects community well-being and places pressure on municipal services and social support systems. Addressing unemployment requires coordinated efforts to stimulate local economic development, support skills training, and promote job creation initiatives.
LED 2	Lack of Funding and limited access to essential resources.	One of the major constraints facing the Municipality is the lack of adequate funding and limited access to capital required for the implementation of critical projects
LED 3	No Funding for Research & Development	The Municipality currently lacks allocated funding for Research and Development (R&D) activities. This absence restricts innovation, limits evidence-based decision-making, and hampers the ability to explore new solutions for local challenges. Investing in R&D is crucial for fostering sustainable development, improving service delivery, and enhancing the Municipality's capacity to adapt to emerging trends and technologies.
KPA: Municipal Financial Viability and Management (MFVM)		
Ref.	**Key Challenge**	**Description**
MFVM1	Procurement Processes	The challenges or delays relating to disputes or objections during the tender process, claims as well as the rejecting or declining the award of a tender by the awarded tenderer have been pivotal in the slow capital budget expenditure.
MFVM2	Increasing Indigent Register	Municipality is implementing continuous programs to increase the number of individuals and households registering as indigent. This trend reflects rising socio-economic challenges, including high unemployment rates and economic hardships faced by many community members. The expanding indigent register places additional pressure on municipal resources and service delivery,

		highlighting the need for targeted social support programmes and sustainable economic development initiatives.
MFVM3	Debt Recovery and Age Analysis	Effective data cleansing and debt recovery is critical to the Municipality's financial sustainability and service delivery capacity. Debt recovery processes involve tracking outstanding payments, implementing collection strategies, and minimizing revenue losses.
MFVM4	Limited revenue sources and nonpayment for services.	The growing demand for services and limited revenue sources as well as non-payment for services affects the municipality's ability to provide services in line with its developmental mandate. The municipal services remains a serious threat to sustainable revenue collection and extension of basic services to rural areas.
MFVM5	Unfunded budget scenarios	Local government is challenged by the dilemma of unfunded mandates which are an extreme manifestation of the phenomenon of governing from the centre. National government through various strategies imposes national mandates on provincial and local government at the expense of the latter. These decisions have financial implications, but come without the necessary funding for their implementation. A clear example of the latter relates to the functioning of libraries.
KPA: Good Governance and Public Participation (GGPP)		
Ref.	**Key Challenge**	**Description**
GGPP 1	Absence of a Custom Helpdesk System	The Municipality currently lacks a custom Helpdesk System, resulting in inefficient monitoring, tracking, and resolution of logged incidents. This gap hampers service delivery, delays response times, and reduces accountability across departments. Implementing a tailored Helpdesk System would enhance issue management, improve workflow coordination, and provide real-time data for informed decision-making.
GGPP 2	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Engagement with the political and administrative leadership of local municipalities is ineffective, resulting in poor coordination, fragmented planning, and inconsistent implementation of development initiatives. This weakens intergovernmental relations and undermines efforts to address shared challenges and community

		needs. Strengthening this engagement requires the establishment of clear communication channels, regular joint planning sessions, and mechanisms for accountability and collaboration across all spheres of local governance.
GGPP 3	Funding for project implementation & enablers	Adequate funding is essential for the successful implementation of municipal projects and the provision of necessary enablers such as infrastructure, technology, and human resources. Securing reliable financial resources ensures that projects are completed on time, within budget, and to the required quality standards. Furthermore, investment in enablers supports efficient project execution and sustainability, ultimately enhancing service delivery and community development outcomes.
KPA: Cross Cutting Issues (CCI) / Spatial Planning and Environmental Management (SPEM)		
Ref.	**Key Challenge**	**Description**
CCI 1	Irregular Regulation of Illegitimate Business Outlets	The irregular or inconsistent regulation of illegitimate business outlets undermines lawful economic activity, compromises public health and safety, and results in lost municipal revenue. Without a standardized enforcement approach, many businesses operate without the necessary licenses or compliance with municipal by-laws. This creates unfair competition and limits the effectiveness of economic planning. To address this issue, the Municipality must implement a consistent regulatory framework, strengthen enforcement capacity, and promote the formalization of informal enterprises through education and support programmes.
CCI 1	Inadequate resources to deal with fire and rescue issues	Climate change threatens to reverse hard-won development gains. To address this challenge, climate change adaptation must be prioritized as a key development focus across all municipal sectors.
CCI 2	Allocation of communities in flood plains	The allocation of communities in flood-prone areas poses significant risks to human life, property, and long-term sustainability. It is crucial for the Municipality to review current settlement patterns and implement stricter land use planning and zoning regulations. Relocation strategies, public awareness campaigns, and investment in

		resilient infrastructure should be prioritized to reduce vulnerability and enhance community safety.
CCI 3	Establishment of Fire Unit and recruitment of staff	The establishment of a dedicated Fire Unit is essential to enhance the Municipality's emergency response capacity and ensure the safety of residents and infrastructure. This initiative includes the development of necessary facilities, procurement of firefighting equipment, and the recruitment and training of qualified personnel. Prioritizing this function will significantly improve disaster preparedness and response within the municipality
CCI 4	Waste Management Challenge	There is an urgent need to identify and develop additional, environmentally compliant waste disposal sites across all local municipalities. This will relieve pressure on existing sites, improve waste management capacity, and ensure compliance with environmental regulations.

1.5 SDF REVIEW

Please note that the (SDP) has been included as annexure on the document and it addresses the previously highlighted aspects that were raised on the 2025/26 MEC comments.

In terms of the MSA, the municipal SDF is developed as part of the IDP process. In line with the MSA, Amajuba District is developed the 2025-2027 IDP and SDF Process and Framework Plan refed herein as the Framework plan for districts municipalities. Extracted from the District framework plan, below is a table reflecting the SDF review timelines:

1.5.1 SDF Review Activity Plan 2025/26-2026/27

Table: 6: SDF Review Activity Plan

Activity	Due Date	Responsible
	SDF REVIEW PROCESS PLAN 2025/2026	ADM SCM
Month	**Activity**	ADM Planners
Sep 2024	Capturing of LADP's as extension of SDF on going until March 2025. Finalise Sector Plan alignment. Finalise Desktop analysis.	ADM Planners
Oct 2024	Review of Boundaries of nodes, activity streets and corridors; Presentation to District Planning Forum;	ADM Planners
Nov 2024	Incorporation of Scheme, capturing of Scheme	ADM Planners

	information as required by SPLUMA; Presentation to the First IDP Representative Forum.	
Dec 2024	Finalization of district and cross border alignment process; Finalization of environmental assessment and alignment.	
Jan 2025	Commence with sector departments alignment process on going till March 2025	
Feb 2025	Alignment of the draft budget and Capital Investment Framework with the SDF; Review of Capital Investment Framework and implementation plan.	
Mar 2025	Finalization of Local Area Development Planning; Presentation to the Second IDP Representative Forum; Submission of Draft SDF Review 2025/2026. Presentation to the Final IDP RF meeting to deliberate the changes to the SDF;	
Apr 2025	Finalization of sector department alignment process; Finalise Capital Investment Framework.	
May 2025	EXCO recommends adoption of the SDF with IDP to Council; Adoption of the SDF by Council.	

1.5.2 SDF Review Dates 2025/2027

Table: 7: SDF Review Dates

Activity	Due Date	Responsible
First Draft SDF	29 Jan 2025	ADM Planners
Final Draft SDF	31 March 2025	ADM Planners
Final Product	28 May 2025	ADM Planners

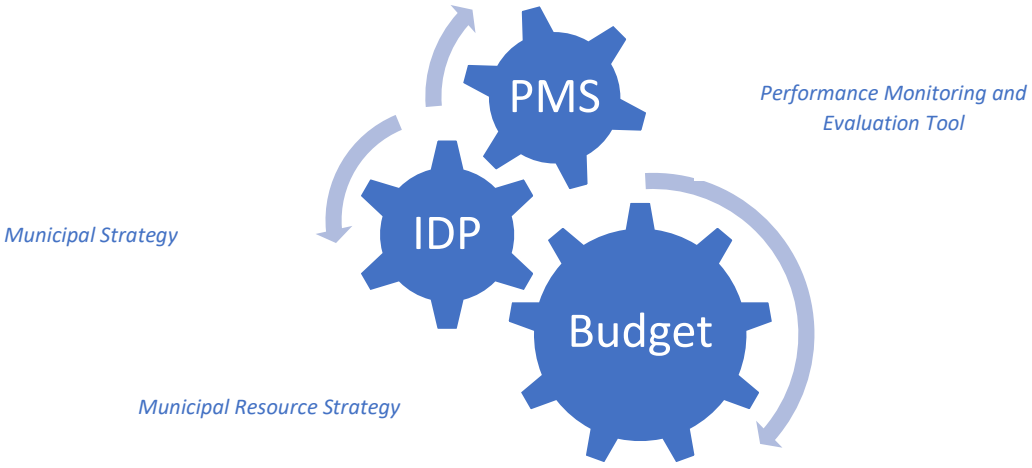
B.1 PLANNING AND DEVELOPMENT PRINCIPLES, POLICIES AND IMPERATIVES

1.1 GUIDING LEGISLATIVE FRAMEWORK

In terms of Section 25 (1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

Links, integrates and coordinates plans and considers proposals for the development of the municipality;
Aligns the resources and capacity of the municipality with the implementation of the plan;
Forms the policy framework and general basis on which the annual budget is based; and
Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. The diagram below summarises how the three processes link with one another.



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area. The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as well as the requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

A long-term vision
An assessment of the current level of development in the municipality
Development priorities and objectives
Development strategies
A spatial development framework
Operational strategies
Applicable disaster management plans
A financial plan
Key performance indicators and performance targets

1.1.1 State of the Nation Address 2025

Theme of the SONA: "A nation that works, for all". This theme emphasizes the government's commitment to creating an inclusive and productive society.

Tribute to Fallen Soldiers

Honouring the 14 South African soldiers who lost their lives during a peacekeeping mission in the Democratic Republic of Congo, recognizing their sacrifice for peace and security on the continent.

National Unity and Cooperation

Formation of a Government of National Unity to foster collaboration across political parties and social partners for the benefit of all South Africans.

Medium-Term Development Plan

Focus on three priorities—driving inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical, and developmental state.

Public Service Reform

Strengthening the Public Service Commission's role in senior appointments.

Introducing a graduate recruitment scheme to attract skilled professionals to public service.

Local Government Reform

Development of an updated White Paper to modernize the local government system.

Establishing ring-fenced utilities for water and electricity services to ensure investment and maintenance.

Reviewing the funding model for municipalities to enhance viability and sustainability.

Expanding municipal support programs like the Presidential eThekwini Working Group and district development model.

Water Crisis & Infrastructure

Major investments in water resources, including the Lesotho Highlands Water Project and the uMkhomazi Dam.

Establishment of the National Water Resource Infrastructure Agency to unlock further investment.

Introduction of a water services licensing system to ensure quality and accountability in service delivery.

Digital Transformation of Government

Investing in digital public infrastructure, including a relaunched gov.za platform and a digital identity system, to improve accessibility to government services.

Infrastructure Investment

Committing over R940 billion in infrastructure spending over three years, focusing on roads, bridges, dams, ports, airports, and renewable energy projects.

Energy Security

Reforms through the Energy Action Plan to reduce load shedding.

Establishing a competitive electricity market and mobilizing private sector investment in renewable energy.

State-Owned Enterprise (SOE) Reform

Repositioning Eskom, Transnet, and other SOEs to provide world-class infrastructure.

Creation of a dedicated SOE Reform Unit to improve governance and efficiency.

Attracting private investment while maintaining public ownership of strategic infrastructure.

Economic Transformation

Creation of a R20 billion annual transformation fund to support black-owned businesses, women, youth, and persons with disabilities.

Fast-tracking procurement regulations to ensure equitable access for marginalized groups.

Job Creation Initiatives

Expanding the Presidential Employment Stimulus, SAYouth.mobi platform, and other innovative models to create millions of work opportunities, especially for youth.

Housing Development

Prioritizing housing closer to urban centers and reclaiming hijacked buildings for public use.

Providing 300,000 serviced stands for housing development in well-planned communities.

Visa System Reforms

Launching an Electronic Travel Authorization system to streamline visa applications using AI and automation.

Clearing the backlog of 300,000 visa applications to make South Africa more accessible for business and tourism.

Healthcare Improvements

Preparations for implementing the National Health Insurance (NHI).

Investments in revitalizing hospitals and clinics across the country.

Crime Reduction

Expanding the detective service by 4,000 personnel.

Prioritizing the reduction of gun-related crimes and adopting smart policing technologies.

Corruption Combat

Establishing the Investigating Directorate within the NPA as a permanent anti-corruption body.

Advancing whistleblower protections and creating a digital forensics lab for investigating financial crimes.

Climate and Renewable Energy

Advancing the Just Energy Transition, mobilizing international and local investment, and promoting green manufacturing to position South Africa as a renewable energy leader.

G20 Presidency

South Africa's presidency focuses on the theme of solidarity, equality, and sustainable development.

Leveraging this platform to prioritize Africa's development needs and strengthen global economic growth.

Call for Participation:

President Cyril Ramaphosa urges South Africans to unite and work together, reflecting on past achievements like overcoming apartheid and building democracy. He said, "Through partnership, we brought peace and democracy to our country."

1.1.2 State of the Province Address 2025

The KwaZulu-Natal State of the Province Address (SOPA) 2025 was delivered by Premier Thamsanqa Ntuli on February 28, 2025. The address outlined the province's progress, challenges, and future plans.

PRIORITY 1: GROWING THE ECONOMY AND CREATING JOBS

In response to Priority 1 of the Government of National Unity have developed several interventions for the next five years. KwaZulu-Natal's economy holds immense potential, with strategic assets such as the Durban and Richards Bay ports, rich agricultural resources, a thriving tourism and heritage sector, and emerging opportunities in the digital economy.

Job Creation: The province aims to create 5,000 potential jobs through investments and 7,725 work opportunities in environmental public employment and waste economy programs.

Infrastructure Development: Major transport and logistics infrastructure investments are underway, including the N3 and N2 upgrades and the rollout of broadband connectivity across KZN.
Digital Economy: The province is establishing the KZN Digital Fund to provide financial support to young innovators and is rolling out broadband connectivity across KZN.
Agriculture: The province is implementing initiatives to revitalize the agricultural sector, including project funding, strategic partnerships, and support for the sugar cane industry.

PRIORITY 2: REDUCING POVERTY AND TACKLING THE HIGH COST OF LIVING

Poverty and the rising cost of living remains as a persistent challenge for many families across KwaZulu-Natal. While social assistance remains a necessary lifeline for many of our people, this trajectory is not sustainable. Our vision for South Africa cannot be one where over 20% of our population relies on welfare for survival. Instead, we must build a nation where economic opportunities replace dependency, where employment and entrepreneurship empower our people, and where prosperity is driven by innovation and productivity.

Poverty and Cost of Living: Poverty and rising cost of living remain significant challenges for many families in KwaZulu-Natal.
Social Assistance: Social assistance is a necessary lifeline, but the goal is to reduce dependency and promote economic opportunities.
Social Protection Policies: The province will continue to implement social protection policies and programs, including:
Provision of child support grants, foster care grants, old age grants, and disability grants.
Prevention and management of child abuse.
Care for children through child and youth care centres and partial care sites.
Care for older persons through old age homes and community-based care.

PRIORITY 3: ON PEOPLE WITH DISABILITIES

The KwaZulu-Natal provincial government has made significant strides in supporting people with disabilities. In line with the constitution's guarantee of equality and freedom from discrimination, the government has implemented various initiatives.

Learnerships: The provincial government has partnered with the Department of Transport to offer learnerships specifically designed for people with disabilities in all district municipalities.
Assistive Devices and Health Services: The Department of Health provides assistive devices, free health services, reading glasses, and apparatus to support individuals with disabilities.
Food Vouchers and Referrals: The Department of Social Development offers food vouchers and makes referrals to ensure people with disabilities receive necessary support.
Tools and Manufacturing Skills Assistance: The Department of Agriculture and Rural Development provides tools, manufacturing skills assistance, and gardening seeds to empower individuals with disabilities.

PRIORITY 3: BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

Good governance is the cornerstone of development. For KwaZulu-Natal to thrive, we need a government that is ethical, accountable, and responsive to the needs of its people. This priority calls for strengthening public institutions, enhancing service delivery, professionalizing the public sector, and rooting out corruption at all levels.

Develop a Capable State: Train civil servants through the Provincial Public Service Training Academy and the National School of Government to ensure they are capable and fit for purpose.
Professionalize the Public Service: Strengthen recruitment processes based on experience and skill to attract ethical and competent government officials.
Improve Service Delivery: Implement the Service Delivery Charter in every department, outlining standards for service delivery and accountability.
Enhance Monitoring and Evaluation: Signed Service Delivery Agreements with Members of the Executive Council, setting clear targets and time frames for delivery.

1.2 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The principles of the NSDP are as follows:

Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g., water, energy, health and educational facilities) wherever they reside.
Principle 3: Government spending on fixed investment should be focused on localities of economic growth and/or economic potential to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
Principle 4: Development should be people centred. In localities with low demonstrated economic potential there should be provision of essential services such as education and training, poverty relief programmes, labour market intelligence to provide sustainable employment and economic opportunities.
Principle 5: Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth.

The Amajuba District Municipality has the responsibility to transform its urban and rural areas, develop its corridors, provide social services, ecological infrastructure and transport, communications and energy infrastructure network that is aspiring towards achieving the NSDF vision. The people in the area depend on production for living (Eco-Resource and Production and Livelihood).

1.2.1 COMPREHENSIVE RURAL DEVELOPMENT PLAN

The Comprehensive Rural Development Programme (CRDP) acknowledges that the poverty landscape and lack of services in the rural areas of the country has not adequately shifted much since 2001. This is because the areas identified as distressed areas by both ISRDP, and other programmes mirror the work done by the Department of Co-operative Government and Traditional Affairs in the State of Local Government Report (2009) and the Municipal Turn Around Strategy. The CRDP is implemented at a national level with the goal to create vibrant, equitable and sustainable rural communities.

CRDP seeks to maximize the use and management of natural resources to create vibrant, equitable and sustainable rural communities. This includes:

contributing to the redistribution of 30% of the country's agricultural land;
Improving food security of the rural poor and;
creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas.

1.2.2 Comprehensive Plan for the Development of Sustainable Human Settlements

The Comprehensive Plan for the development of Sustainable Human Settlements (August 2004) promotes the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. This program seeks to use housing delivery as a means for the development of sustainable human settlements in support of spatial restructuring. It moves beyond the provision of basic shelter towards achieving the broader vision of integrated, sustainable and economically generative human settlement systems at both local and regional scales. The following are fundamental tenets and underlying principles of this new approach:

progressive informal settlement eradication;
promoting densification and integration in urban centres;
enhancing spatial planning in both urban and rural contexts;
enhancing the quality and location of new housing projects;
supporting urban renewal programmes; and
developing social and economic infrastructure.

1.2.3 Spatial Land Use Management Act

Since the beginning of the new democratic era in South Africa, the notion of spatial planning has become an integral part of the development planning and transformation discourse in South Africa. The Constitution (Schedule 4 Part B) bestows this responsibility to local sphere of government. In the interim, municipalities give effect to this mandate through the Development Facilitation Act, Act No. 67 of 1995 and the Municipal Systems Act, Act No. 32 of 2000. The latter requires a municipality to prepare and adopt and SDF as part of its IDP.

The role of local government in spatial planning has been re-energized through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This is intended to create uniformity and consistency on the way both spatial planning and land use management is practiced within the whole country.

SPLUMA is a framework act for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making. Other objectives include addressing historical spatial imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establish a clear vision which must be developed through a thorough inventory and analysis based on national spatial organization principles and local long-term development goals and plans. SDFs are thus mandatory at all three spheres of government. Sub-section 12(2) confirms that all three spheres must participate in each other's processes of spatial planning and land use management and each sphere must be guided by its own SDF when taking decisions relating to land use and development.
Chapter 4 of SPLUMA stipulate the need to prepare Spatial Development Frameworks (SDFs) by all municipalities including the districts. Part D (19) stipulates that the regional spatial development framework must cover the following minimum issues:

give effect to the development principles and applicable norms and standards set out in Chapter 2 (see box insert);
give effect to national and provincial policies, priorities, plans and planning legislation;
reflect the current situation in that area from a spatial and land use perspective of the region;

indicate desired patterns of land use in that area;
provide basic guidelines for spatial planning, land development and land use management in that area;
propose how the framework is to be implemented and funded; and
Comply with environmental legislation.

To ensure alignment the DRDLR has developed a District Rural Development Plan in 2017 to foster the realisation of the objectives in the CRDP. This District Rural Development Plan (DRDP) for Amajuba district municipality forms an integral part of the implementation of the epochal National Development Plan (NDP) Vision 2035. In many ways, DRDP is a fitting response to the clarion call for a meaningful, responsive and sustained, inclusive and transformative rural economic development.

Owing to the colonial, apartheid and now market-driven, and exclusionary 'developmental logic', most black people residing in former homelands continue to bear the brunt of racialised poverty, economic marginalisation, and all other forms of 'structural absences' that form part of their everyday social suffering. It is the intention of the DRDP as well as other development oriented spatial plans, programmes and initiatives to ensure that people residing in rural areas also enjoy socio-economic rights as espoused in the Constitution.

1.3 GOVERNMENT POLICIES AND IMPERATIVE

1.3.1 Sustainable Development Goals

We are also committed to ensure alignment of our IDP Priorities with the SDGs. The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. "Poverty eradication is at the heart of the 2030 Agenda, and so is the commitment to leave no-one behind," UNDP Administrator Achim Steiner said. "The Agenda offers a unique opportunity to put the whole world on a more prosperous and sustainable development path. In many ways, it reflects what UNDP was created for."

Figure 1:Sustainable Development Goals



Source: https://www.un.org/sustainabledevelopment

1.3.2 National Development Plan

The National Development Plan 2030 was developed by the National Planning Commission in the office of the President in 2012. The Plan sets out an integrated strategy for accelerating growth, eliminating poverty, and reducing inequality by 2030. The NDP, supported by the New Growth Path and other relevant programmes, provides a platform to look beyond the current constraints to the transformation imperatives over the next 20 to 30 years. Its 2030 goals are to eliminate income poverty and reduce inequality. The Plan envisages an economy that serves the needs of all South Africans – rich and poor, black and white, skilled and unskilled, those with capital and those without, urban and rural, women and men. The Vision is that, in 2035, the economy should be close to full employment, equip people with the skills they need; ensure that ownership of production is less concentrated and more diverse (where black people and women own a significant share of productive assets); and can grow rapidly, providing the resources to pay for investment in human and physical capital. NDP's 2030 priorities:

Table: 8: NDP Priorities

NDP Priorities	
Create Jobs	Build a capable state
Expand infrastructure	Quality health care
Use resources properly (Low-Carbon Energy)	Unite the nation
Inclusive planning	Fight corruption
Quality education	

For the purposes of the ADM, key policy direction is provided across the span of the document but, regarding spatial development, the NDP applies most directly in chapter 8 of the NDP, which deals with transforming human settlement and the national space economy. Other goals relevant to achieving the desired spatial form and a more viable space-economy are:

- Building of safer communities through developing community safety centres to prevent crime, and improvement of education,
- Training and innovation through strengthening youth service programmes and introducing new,
- Community-based programmes to offer young people life skills training, as well as entrepreneurship training and opportunities to participate in community development programmes while expanding the number of further education and training (FET) colleges.

Chapter 5 of the NDP focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way the spatial planning and development in South Africa is approached. Chapter 6 sets out specific targets and goals towards establishing a more inclusive rural economy through integrated rural development. The focus here is on increased investment in new agricultural technologies, research, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. Chapter 8, which focuses on the country's spatial planning system, requires that: all municipal and provincial SDFs are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

1.3.3 Integrated Urban Development Framework

The Integrated Urban Development Framework (IUDF) sets out the policy framework for transforming and restructuring South Africa's urban spaces, guided by the vision of creating 'liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life'. The general result of the IUDF is spatial transformation. This new focus for South Africa steers urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns. The IUDF implementation plan identifies several short-term proposals to achieve spatial transformation.

The overall objective of the IUDF is to create efficient urban spaces by:

- Reducing travel costs and distances,
- Aligning land use, transport planning and housing,
- Preventing development of housing in marginal areas,
- Increasing urban densities and reducing sprawl,
- Shifting jobs and investment toward dense peripheral townships,
- Improving public transport and the coordination between transport modes.

To support this vision, the IUDF proposes an urban growth and management model premised on compact and connected cities and towns. This will require a highly coordinated, systematic, and collaborative approach by the various levels of government, the private sector and civil society, as well as an understanding of the respective roles and responsibilities needed to achieve the common vision of spatial transformation. It also calls for leadership and strong political will to oversee and support the implementation of the IUDF. The IUDF principles and priorities should inform and guide long-term development plans and policies, strategic infrastructure investments, regulatory and fiscal instruments, spatial targeting, as well as sector policy documents and related legislated framework. This will mean:

All three spheres of government and all public entities must embrace the IUDF and use its principles when developing plans, programmes or approving projects.

All policies and legislative frameworks that have an impact on the urban space must consider principles outlined in the IUDF.
The medium-term strategic frameworks (MTSFs), integrated development plans (IDPs), medium term expenditure frameworks (MTEFs), annual performance plans (APPs) and service delivery and budget implementation plans (SDBIPs) must be aligned to the principles and priorities identified in the IUDF.
Long-term Planning are critical for informing IDPs, APPs and SDBIPs in line with the town's development vision. National and provincial departments must develop long-term plans to guide municipal planning and other non-governmental stakeholders on the sectoral priorities. Integrated plans, which by their nature must include medium- and long-term frameworks, must be institutionalised in all spheres of government, so that implementation is in accordance with the agreed plans, irrespective of which sphere is responsible for providing funds or implementing. intergovernmental relations (IGR) structures should be used more effectively to strengthen collaboration and agreement on policy priorities and trade-offs that should inform technical alignment.

COGTA is the department responsible for integrated Urban Development (IUD) and thus for collaborating with other stakeholders, to ensure that the identified activities in the implementation plan are undertaken, to monitor the implementation and to review both the framework and the implementation plan. The department will facilitate and monitor the coordination of the sector stakeholders, facilitate knowledge management, and report to all relevant oversight structures on the progress made in implementing the IUDF. Municipalities act in many instances as the primary implementers for services critical for the success of the IUDF. Local spaces are where the developmental objectives are realised, and so municipalities need to align their plans, programmes and budgets to the objectives and priorities of the IUDF, and to coordinate and monitor the progress of any other implementing organisations within their jurisdiction.
Local government roles and responsibilities include:
long term planning of their jurisdiction
compiling IDP
Infrastructure investment
Implementation
regulation function – local policies and bylaws
alignment and coordination

Within local government, the tools, strategies and will for authentic citizen engagements and people-centred development generally exist, but capacity and resources remain a key challenge. The Public Participation pillar within the Back-to-Basics Programme aims to ensure that citizens are central and contribute to development interventions. To achieve this will require building and mainstreaming capacity throughout municipalities, and forming partnerships among government, relevant NGOs, other stakeholders, and communities, to create authentic participation.

The IUDF is built on the premise of the following nine levers:
1. Integrated Urban Planning and Maintenance,
2. Integrated Transport and Mobility,
3. Integrated and Sustainable Human Settlements,
4. Integrated Urban Infrastructure,
5. Efficient land governance and management,
6. Inclusive economic development,
7. Empowered active communities,
8. Effective urban governance,
9. Sustainable finances.

The above levers are premised on the understanding that:
Spatial planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions,
Integrated transport that informs targeted investment into integrated human settlements, underpinned by integrated infrastructure network system,
Efficient land governance which all together trigger economic diversification inclusion and empowered communities,
Deep governance reform to enable and sustain all the above. The listed levers relate very specifically to the pillar of spatial transformation and Amajuba District Municipality has embraced several of them.

1.3.4 Provincial Spatial Development Framework

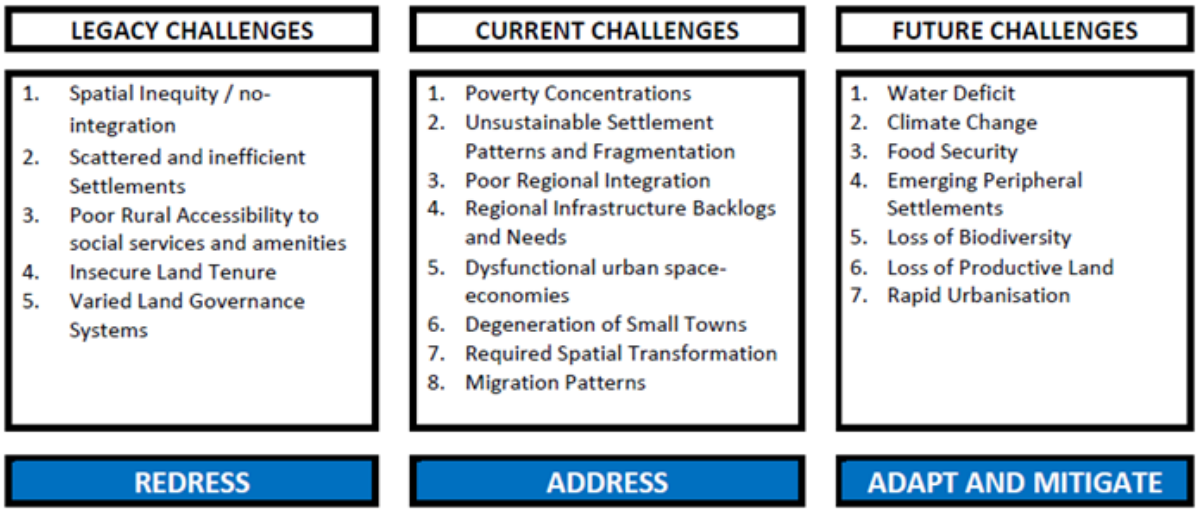
The Provincial Spatial Development Framework is a working progress which seeks to be embedded on the PGDP Strategic Goal of Spatial Equity which is mainly focused on providing Fairness development within the area of KwaZulu Natal instead of equality. Such initiative includes providing more Grant funds to provide access in the areas of highest social need while also the focus is still on growing the areas on highest growth potential and leverage private sector investment. Spatial Equity contains the following elements such as:
Equitable access to a minimum Level of services.
Equitable Access to Economic & Job Opportunities.
Equitable access to social & recreational facilities & Government services.
Equitable Access to a Range of Transportation options.
Equitable Access to a Safe and Healthy living Environment.
Equitable Access to Environmental/ Ecosystems services.
Equitable Access to Food Security.
Equitable Access to Security of Tenure.
Equitable Access to a Range of Housing types/Densities.

All the Above Elements of Spatial Equity happen in a Geo-Political Space which include the Traditional Authority Areas and the Municipality, they subject to exact pressures to the Environment. The Provincial Spatial Development Framework seeks to link the Spatial Linkage between the National Policy and Strategic Framework with the Local Government policy and Strategy Framework through the KZN Infrastructure Vision which contains pillars such as Human Settlement Policy, Transport policy Water & Sanitation Policy, Energy Policy, Solid Waste Policy, Social Facilities Policy and Economic Policy which will align to the National Policy and also allow the Local Government to Align its Strategic Documents to the Principle of Spatial Equity such Will help those Municipalities that have been constraints to development Budget as there will be no longer Areas that receive more funds then the others.

Key Issues Facing the Province

If the spatial structure which determines development with KwaZulu-Natal is to transition towards a more inclusive, productive, and resilient provincial it would need to identify the key spatial challenges that the province faces and reflect on why there has been slow progress in addressing these. Key spatial challenges listed below:

Figure 2: Key Spatial Challenges



The vision of PSDF is as follows:

"Equitable utilisation of physical and environmental resources toward greater spatial integration and sustainability in development"

The spatial development vision of the province is based on the policy directives as well as current known spatial and land use challenges. To ensure that the vision is clearly expressed a series of outcomes have been identified and grouped in anticipated outcomes of the provincial development vision for an equitable, resilient, sustainable, productive, and efficient, and well-managed province.

1.3.5 Medium Term Strategic Framework (2019-2024)

The Medium-Term Strategic Framework (MTSF) for 2019 to 2024 was approved by Cabinet as a detailed five-year implementation plan for the NDP and the commitments in the manifesto of the ANC as the governing party over this five-year term. The MTSF continue with the outcomes approach adopted by the 2019-2024 administration. The MTSF is intended to enable Cabinet to monitor progress on the implementation of the NDP. The MTSF comprises 14 priority outcomes which cover the all the chapters of the National Development Plan.

14 MTSF Priority Outcomes

Quality basic education
A long and healthy life for all South Africans
All people in South Africa are and feel safe
Decent employment through inclusive growth
A skilled and capable workforce to support an inclusive growth path
An efficient, competitive and responsive economic infrastructure network
Vibrant, equitable, sustainable rural communities contributing towards food security for all
Sustainable human settlements and improved quality of household life
Responsive, accountable, effective and efficient local government
Protect and enhance our environmental assets and natural resources
Create a better South Africa and contribute to a better Africa and a better world
An efficient, effective and development-oriented public service
A comprehensive, responsive and sustainable social protection system

A diverse, socially cohesive society with a common national identity

In each of the 14 outcomes, the MTSF outlines goals, indicators, targets, actions, and responsibilities. The MTSF priorities inform the budget submissions that national departments make to the government's budgeting process, as encapsulated in the Medium-Term Expenditure Framework (MTEF), which details a 3-year rolling expenditure and revenue plan for national and provincial departments.

1.3.6 4 National Outcomes (Focusing on Outcome 9)

Government has drawn up 12 performance outcomes on which departmental action plans are to be devised and public-sector delivery measured. The outcomes were a new initiative from government designed to improve government performance and bring about more focused delivery. The outcomes "will form the basis for performance and delivery agreements between ministers or groups of ministers and the president". The various priority outcomes will be measured to see whether outcomes are being achieved. There is a high correlation between NDP priorities and the current 12 priority outcomes for 2014 to 2019.

12 National Outcomes

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.

Output 1: Implement a differentiated approach to municipal financing, planning and support
Output 2: Improving access to basic services.
Output 3: Implementation of the Community Work Programme
Output 4: Actions supportive of the human settlement outcome
Output 5: Deepen democracy through a refined Ward Committee model
Output 6: Administrative and financial capability
Output 7: Single window of coordination
Outcome 10: Environmental assets and natural resources those 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.

1.3.7 Provincial Growth and Development Strategies – Vision 2035

The Provincial Growth and Development Strategy (PGDS) developed by the Provincial Government of KwaZulu - Natal, is a document aligned to the NDP and the National Spatial Development Framework
The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local

government. It enables intergovernmental alignment and guides activities of various role players and agencies (i.e... Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

In the context of the PGDS defining 'growth' and 'development' includes 'growing the economy for the development and the improvement of the quality of life of all people living in the Province of Kwa-Zulu-Natal'. In doing so, it is envisaged that the KwaZulu-Natal Province will:

Enjoy stable and sustainable economic growth supported by world class Infrastructure with a skilled and stable workforce;

Be the preferred Southern African business, investment and tourism destination;

Be energy secure, augmented by viable green economy technology;

Be connected via high speed reliable internet access;

Be food secure through own agricultural production;

Experience poverty eradicated with HIV/AIDS and social ills firmly under control;

Enjoy dignified and safe living environments for all;

Have inequality drastically reduced;

Prosper under clean, effective and efficient governance; and

Reap the benefits of well-connected urban and rural places.

Table: 9: PGDA and Objectives

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through trade investment and business retention
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation and variety of government-led job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women

STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
STRATEGIC INFRASTRUCTURE	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
ENVIRONMENTAL SUSTAINABILITY	5.1	Enhance resilience of ecosystem services
	5.2	Unlock the green economy
	5.3	Adapt and respond climate change
GOVERNANCE AND POLICY	6.1	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
SPATIAL EQUITY	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment

ADM needs to take into consideration the seven strategic goals of the PGDS ensuring that all planning and proposed developments of the area stimulates job creation, promotes human resource development and human and community development, promote environmental sustainability while enhancing and /or creating strategic infrastructure, promote governance and policy and finally promote spatial equality within the area. Furthermore, The ADM is identified as an Area of Economic Value Adding. The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. Tertiary nodes are mainly centres, which should provide service to the sub-regional economy, and community needs.

1.3.8 Provincial Strategic Economic Development Strategy

The PSEDS where developed by the department of EDTEA to unlock the potential of all the Nodes and Corridors identified within the province of KwaZulu Natal, it purpose was to unlock all the economic opportunities that exist within corridors and Nodes of Cities and Towns within the KZN , in pursuit of fighting poverty, providing economic opportunities to people, unlocking the Agricultural sector especially to inland areas and halving the Employment Levels within the Province of KwaZulu Natal. The PSEDS are built upon 9 principles which guide the strategic approach of the PSED'S which are:

Principle of Environmental Planning
Principle of Sustainable Communities
Principle of Spatial Concentration
Principle of Local Self- Sufficiency
Principle of Sustainable Rural Livelihoods

Principle of Balance Development.
Principle of Accessibility
Principle of Co-ordinated Implementation

The PSEDS have differentiated these nodes and corridor into two priorities viz Provincial Priorities which is divided into 3 categories which are Multi-Sectoral Interventions, Strategic Nodes and Local Influence, and the Poverty Intervention Priorities which will be further explained below.

Provincial Priorities

Interventions in terms of Multi-Sectoral Interventions

Production of high value, differentiated goods
Innovation, experimentation, and skills development
Retail and private sector services
Tourism
Public service and administration

Interventions Determined by Strategic Factors.

As per the PSED'S 2017 it has outlined that due to high population growth within this region government have to focus investment on upgrading infrastructure in that manner priority is given to the following:
Raising the Capacity of Local Business
Raising the capacity of local government through socio-economic spending in areas such as:
roads,
bulk infrastructure,
water and sanitation services, and
Other basic services.

As per above mention such factors are considered parallel to addressing issues of social inclusion

Interventions by Local Priorities.

Local Interventions are interventions that only focuses on the local level economy. Local Interventions are those they provide services and economy to their Sub-regional community and economy, government investment within these areas places much emphasis on the following:
Promoting regional integration
Promote the development of infrastructure that improves service delivery particularly in rural areas
Develop service centres offering administration, a market area, social facility (e.g., clinic), etc.
Promoting improvements in transport linkages such as taxis / bus stops.

Intervention determined by Poverty Intervention Priorities.

The PSEDS accessed the levels of poverty within areas of KZN that are faced with high levels of poverty in order to give those areas access to opportunity and other economic benefits and human development especially in the rural areas where mostly African women and the youth are suffering. The PSEDS also identify that poverty is the leading indicator of lack of resources and the lack of access to resources such as social services, particularly in health and education services. Poor communities are also characterised through backlogs in access to water, sanitation, electricity, and transport.

The Poverty Intervention priorities development of its nodes through:

Promote the development of Infrastructure that improves service delivery particular to rural areas e.g. bulk water services infrastructure.

Create employment opportunities either through self-employment programmes or wage employment programmes such as public works programme which can be integrated into the infrastructure development programmes proposed above. The public work programme would provide employment opportunities and on the job Skills Development.
Skills Development programmes to make beneficiaries more employable.

Mechanism for Government Intervention.
The government's role in socio-economic development and transformation is that of providing leadership and acting as a catalyst by creating an enabling environment. There are several intervention mechanisms at the government's disposal. Some of the main ones are:
Investing and providing support to targeted economic growth sectors
Providing support to small to medium enterprises
Developing the skills base of the labour force
Economic empowerment of the historically marginalised
Expanded public works programme (EPWP)
Intergovernmental relations within South Africa and sometimes across the region
Integrated Development Plans
Mainstreaming transversal issues such as HIV / AIDS

Amajuba District Municipalities Comparative Advantage.
According to PSEDS 2016 Amajuba District Municipality was found to be comparative in the following sectors which was found being more dominant, such sectors include:

Summary of high-level cluster priorities and objectives for the ADM

The PSEDS provides a summary of high-level cluster priorities and objectives for the ADM. The plan identifies the following priorities:
Agriculture and land reform

Livestock farming: develop livestock farming opportunities in Trust land.
Support land reform beneficiaries- livestock, game farming and explore others.
Develop Chelmsford Dam agricultural complex (serviced by Vryheid Node).

Tourism
Battlefields Route: development of linkages to benefit previously disadvantaged.
Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.

Industry
Newcastle industrial townships: provision of world class infrastructure.
Provide adequate affordable housing and related services.
Bio-diesel production.
Coal mining- extension of life of mines and/ or development of alternative opportunities.
Plan Dannhauser and Utrecht to position for investment.
Provide adequate affordable housing and related services in towns.

1.3.9 District Growth and Development Plan – Vision 2035

One of the most important purposes of a District Growth and Development Planning policy and strategy is to ensure that national, provincial and local initiatives and programs are integrated and sustainable to maximize the growth and employment impact of economic and social development projects and programs. The plan takes its lead from the Provincial Planning Commission in stating that employment equity and

other measures of redress should continue and be made more effective by focusing on the environments in which capabilities are developed.

At a district level, economic and social development policy is directly the rationalization of some of the existing provincial and local institutional structures, the suggestion of new institutions:
to target direct programs to those areas where it would have the greatest impact on local economies;
to consolidate funding that flows into local areas for economic development; and
to provide support services that would assist local communities in realizing their economic goals and visions.

The province of Kwa-Zulu-Natal has reviewed the Provincial Growth and Development Strategy, which was developed in 2011, and was adopted by the Cabinet in September 2016, and the Plan in December 2016. The 2016 Provincial Growth and Development Strategy provides a strategic framework for development in the province; it has seven strategic goals and 31 strategic objectives which some have been changed and added new ones, and key specific targets linked to each strategic goal which should be achieved by 2035. The reviewed PGDS has reworded two of its goals and added 4 new objectives to goals 1, 3, 4 and 5 as outlined below:
Goal 1 - Enhance spatial economic development
Goal 3 - Promote youth, gender, disability advocacy and the advancement of women
Goal 4 - Enhance KZN waste management capacity
Goal 5 - Expand the application of green technologies

The municipality adopted the District Growth and Development Plan in December 2014. As the ADM has commenced with the review process, we have identified some gaps with goals as they require the input from various sector departments. It is of importance that gaps be acknowledged as part of the existing DGDP, such gaps are a result of poor input from sector departments. Sector Departments were to serve as a base to set the key performance indicators and targets for 2025, 2030 and 2035 in areas that concern the basic needs of the communities.

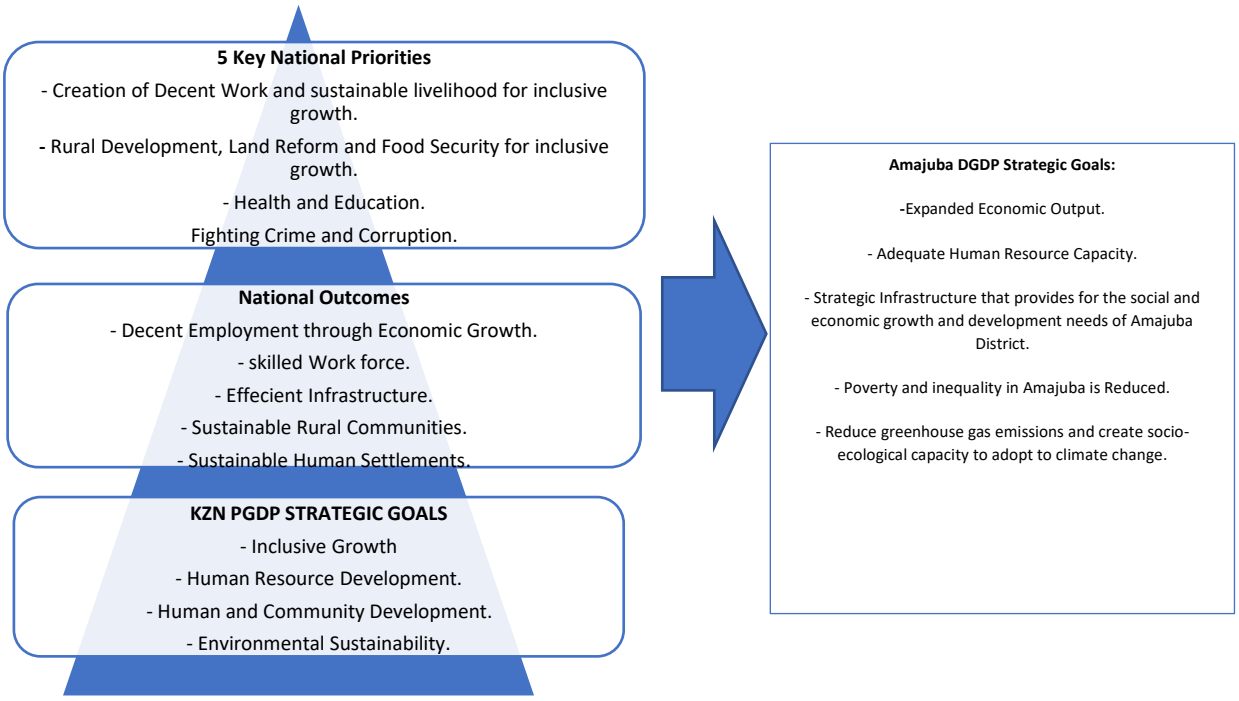
The prevailing objective of the Amajuba DGDP is that before Amajuba District proposes future initiatives toward Growth and Development within its jurisdiction, it must have undertaken a thorough status quo review to assess the potential economic and social issues that exists. To this end the status quo assessment is a set of logical steps which helps Amajuba District to do this. It is a process that prepares evidence for sound decision-making on the advantages and disadvantages of possible empowerment options by assessing past practices and their impact. Further, this status quo review forms the basis of a sustainability plan for future growth and development initiatives.

Amajuba DGDP is a description of the strategic goal areas, objectives and related indicators and targets for the year 2035. These statements describe the goal, the rationale for its inclusion in the provincial plan and how the achievement of the goal will contribute to KwaZulu-Natal's growth and development trajectory. It is imperative that during this process, a comfortable alignment between the proposed strategic goals of the Amajuba DGDP and the 7 provincial outcomes set by the KZN Provincial Cabinet.

The following entails a list of the objectives of the ADM DGDP: -
To establish and outline a long-term vision and direction for the development in the district (vision 2035);
To provide an overarching and coordinated framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
To provide a spatial context and justification for priority interventions;

To guide resource allocations of various spheres of government, service delivery agencies and private sector working within the district;
To develop the institutional arrangement for an effective implementation of the Amajuba DGDP and the KZN PGDS;
To align and integrate departmental strategic plans at a district level;
To facilitate commitment of resources (human, financial, etc.) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

The alignment of the ADM DGDP objectives to national and provincial development policies is outlined in below:-
Figure 3: Alignment of National Priorities to DGDP Strategic Goals



The ADM seeks to realize the objectives of the National Development Plan and the Provincial Growth and Development Plan 2035 through the implementation of the catalytic projects identified in the District Growth and Development Plan 2035 as approved by the ADM Council.

1.3.10 AMAJUBA DISTRICT MUNICIPALITY ONE PLAN

Figure 5:



District Municipal Managers office to convene and chair the Technical District Hub with the support of the assigned Provincial HOD champions, and the Local Municipal Managers;
Ensure the effective participation and accountability of all spheres and sectors of government in the DDM and the relevant cluster committees;
Assign senior managers to chair and co-ordinate the effective functioning of the Cluster Committees and the participation of relevant stakeholders;
Technical District Hub to co-ordinate and monitor the effective implementation of District Development Model within the district through effective co-ordination of the Technical Hub, the Shared Services and the Cluster Committees;
Guide and implement the development and adoption of the ONE PLAN and alignment of spheres budgets towards ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact;
Support COGTA in the effective management of shared services and the effective support of the Shared services to all spheres and sectors in planning, budgeting and implementation of the agreed plan;
Report to the Political District Hub on DDM progress, effectiveness and impact;
Receive and engage on-going reports from established Cluster committees;

Receive and engage with impact monitoring reports.

That Amajuba District Municipality work towards the functionality of the institutional structures of the DDM as follows:

Table: 10: ADM Institutional Structure

Structure	Convener	Support
DDM Political Hub	ADM Mayor	COGTA: District Specialist
DDM Technical Hub	ADM Municipal Manager	COGTA: District Specialist
DDM Cluster	ADM Heads of Departments	COGTA: District Specialist

The structures will attend to the development of the Workplan that will guide the functionality and activities of each structure.

1.3.11 District Development Model

The President of the Republic of South Africa has articulated in the State of the Nation Address:

"For the effective implementation of our seven priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution. The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us."

The priorities set for the 6th Administration include renewal and rebuilding of a capable developmental state.

The National Development Plan 2030 makes it clear that "meeting our transformation agenda requires a much higher and more focused intergovernmental commitment towards functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialize".

To achieve this coherent governance in the implementation of projects by all stakeholders at local government sphere in this 6th Administration, the President announced: -

a coordinated approach – "we are going to do away with this fragmented approach to development."
District level approach to business – that the 44 Districts and 8 Metros in the country are being viewed as the high impact zones for the country;
redirect and confirm what government is supposed to be doing (Chapter 3 of the Constitution and the Intergovernmental Relations Framework Act)
Ensure that we bring to life the aspirations of the people shall govern;
Bring government closer to the people through the district with the support of provincial and national government, to enhance development and cooperative governance at all spheres
The District Development Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government including its State-Owned Entities to work jointly and to plan and act in unison.
The model consists of a process by which joint collaborative planning and implementation is undertaken at district and metropolitan level together by all three spheres of government resulting in a single strategically focussed District Development Model.

The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and IGR wherein developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

1.3.12 Objectives of the One Plan

The District Development Model seeks to respond to the following service delivery challenges at both district and local level:

Institutionalize long term co-planning whilst addressing 'burning' short term issues -Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality

Changing the face of our rural and urban landscapes– Spatial Transformation and Spatial Equity- Determine and manage spatial form, land release and land development

Integrating the Silos in planning, budgeting and implementation at a horizontal and vertical level across 3 spheres to maximise impact and align resources - inclusive and gender mainstreamed budgets

Narrow the distance between the people and government – enhance public participation

Deliver Integrated Services through forged cohesion

Strengthening Monitoring and Evaluation of impact at district and local levels - promote transparency, and eliminate corruption

Ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;

Determine and/or support local economic drivers - emphasis on LED

I. Principles underpinning the District Development Model

Existing Constitutional Framework Remains as is, whilst strengthening the regulatory framework for Cooperative Governance

Reinforce Local Government and its Proximity to Communities

Distinction Between Long-term and Medium-term Strategic Planning/Implementation Mechanisms

Build on Lessons from implementing previous similar and Existing Good Practices – Current MTSF Alignment (DPME) and Operation Sukuma Sakhe (OSS) and District Shared Services and PGDP institutional framework and District Development Agencies and other emerging models

Reconfigure Integrated Planning Responsibilities and Institutional Arrangements through an agreed suite of plans with aligned planning and budgeting cycles across the spheres and sectors

Common Spatial Development Strategy for sector department and state-owned entities

Must be a product of a comprehensive Diagnostic Assessment

Must be a product of a wider consultation

The DDM Plan is aligned and built upon the strategic frameworks development through the Amajuba District Growth and Development Plan (DGDP) and the subsequent COVID Economic Recovery Plan. The strategies developed therein have been reviewed and linked to planned projects at a provincial and municipal level. With regards to the Amajuba District Municipality, the following goals can be used to improve the economy within the municipality.

Goal 1: Expansion of the Agricultural Sector

Goal 2: Expansion and diversification of the Manufacturing Sector

Goal 3: Development and support for the Tourism Sector

Goal 4: Improving the institutional and policy environment for effective LED

Goal 5: Ensuring effective education, skills, and capacity development

Goal 6: Expansion and development of strategic economic infrastructure

Goal 7: Support Small Enterprises

Goal 8: Promote a green economy

Goal 9: Establish a strong ICT Sector

1.3.13 Government Priorities

Millennium development goals 2015

At the beginning of the new millennium, world leaders gathered at the United Nations to shape a broad vision to fight poverty in its many dimensions. That vision, which was translated into eight Millennium Development Goals (MDGs), has remained the overarching development framework for the world for the past 15 years.

As we reach the end of the Millennium Development Goals (MDGs) period, the world community has reason to celebrate. Thanks to concerted global, regional, national, and local efforts, the Millennium Development Goals (MDGs) have saved the lives of millions and improved conditions for many more. The targeted interventions, sound strategies, and adequate resources and political will of the Millennium.

Development Goals (MDGs), prove that even the poorest countries can make dramatic and unprecedented progress. The report also acknowledges uneven achievements and shortfalls in many areas. The work is not complete, and it must continue in the new development era.

Figure 4: The 8 Millennium Development Goals



Source: https://www.who.int

Goal 1: Eradicate Extreme Poverty and Hunger

Extreme poverty has declined significantly over the last two decades. In 1990, nearly half of the population in the developing world lived on less than R19.25 a day; that proportion dropped to 14 per cent in 2015. Globally, the number of people living in extreme poverty has declined by more than half, falling from 1.9 billion in 1990 to 836 million in 2015. Most progress has occurred since 2000.

The number of people in the working middle class—living on more than R61.61 a day—has almost tripled between 1991 and 2015. This group now makes up half the workforce in the developing regions, up from just 18 per cent in 1991.

The proportion of undernourished people in the developing regions has fallen by almost half since 1990, from 23.3 per cent in 1990–1992 to 12.9 per cent in 2014–2016.

Goal 2: Achieve Universal Primary Education

The primary school net enrolment rate in the developing regions has reached 91 per cent in 2015, up from 83 per cent in 2000.

The number of out-of-school children of primary school age worldwide has fallen by almost half, to an estimated 57 million in 2015, down from 100 million in 2000.

Sub-Saharan Africa has had the best record of improvement in primary education of any region since the MDGs were established. The region achieved a 20-percentage point increase in the net enrolment rate from 2000 to 2015, compared to a gain of 8 percentage points between 1990 and 2000.

The literacy rate among youth aged 15 to 24 has increased globally from 83 per cent to 91 per cent between 1990 and 2015. The gap between women and men has narrowed.

Goal 3: Promote Gender Equality and Empower Women

Many more girls are now in school compared to 15 years ago. The developing regions have achieved the target to eliminate gender disparity in primary secondary, and tertiary education.

In Southern Asia, only 74 girls were enrolled in primary school for every 100 boys in 1990. Today, 103 girls are enrolled for every 100 boys.

Women now make up 41 per cent of paid workers outside the agricultural sector, an increase from 35 per cent in 1990.

Between 1991 and 2015, the proportion of women in vulnerable employment as a share of total female employment has declined 13 percentage points. In contrast, vulnerable employment among men fell by 9 percentage points.

Women have gained ground in parliamentary representation in nearly 90 per cent of the 174 countries with data over the past 20 years. The average proportion of women in parliament has nearly doubled during the same period. Yet still only one in five members are women.

Goal 4: Reduce Child Mortality

The global under-five mortality rate has declined by more than half, dropping from 90 to 43 deaths per 1,000 live births between 1990 and 2015.

Despite population growth in the developing regions, the number of deaths of children under five has declined from 12.7 million in 1990 to almost 6 million in 2015 globally.

Since the early 1990s, the rate of reduction of under-five mortality has more than tripled globally

In sub-Saharan Africa, the annual rate of reduction of under-five mortality was over five times faster during 2005–2013 than it was during 1990–1995.

Measles vaccination helped prevent nearly 15.6 million deaths between 2000 and 2013. The number of globally reported measles cases declined by 67 per cent for the same period.

About 84 per cent of children worldwide received at least one dose of measles containing vaccine in 2013, up from 73 per cent in 2000.

Goal 5: Improve Maternal Health

Since 1990, the maternal mortality ratio has declined by 45 per cent worldwide, and most of the reduction has occurred since 2000.

In Southern Asia, the maternal mortality ratio declined by 64 per cent between 1990 and 2013, and in sub-Saharan Africa it fell by 49 per cent.

More than 71 per cent of births were assisted by skilled health personnel globally in 2014, an increase from 59 per cent in 1990.

In Northern Africa, the proportion of pregnant women who received four or more antenatal visits increased from 50 per cent to 89 percent between 1990 and 2014.
Contraceptive prevalence among women aged 15 to 49, married or in a union, increased from 55 per cent in 1990 worldwide to 64 per cent in 2015.

Goal 6: Combat HIV/AIDS, Malaria and Other Diseases

New HIV infections fell by approximately 40 per cent between 2000 and 2013, from an estimated 3.5 million cases to 2.1 million.
By June 2014, 13.6 million people living with HIV were receiving antiretroviral therapy (ART) globally, an immense increase from just 800,000 in 2003. ART averted 7.6 million deaths from AIDS between 1995 and 2013.
Over 6.2 million malaria deaths have been averted between 2000 and 2015, primarily of children under five years of age in sub-Saharan Africa. The global malaria incidence rate has fallen by an estimated 37 per cent and the mortality rate by 58 per cent.
More than 900 million insecticide-treated mosquito nets were delivered to malaria-endemic countries in sub-Saharan Africa between 2004 and 2014.
Between 2000 and 2013, tuberculosis prevention, diagnosis, and treatment interventions saved an estimated 37 million lives. The tuberculosis mortality rate fell by 45 per cent and the prevalence rate by 41 per cent between 1990 and 2013.

Goal 7: Ensure Environmental Sustainability

Ozone-depleting substances have been virtually eliminated since 1990, and the ozone layer is expected to recover by the middle of this century.
Terrestrial and marine protected areas in many regions have increased substantially since 1990. In Latin America and the Caribbean, coverage of terrestrial protected areas rose from 8.8 per cent to 23.4 per cent between 1990 and 2014.
In 2015, 91 per cent of the global population is using an improved drinking water source, compared to 76 per cent in 1990.
Of the 2.6 billion people who have gained access to improved drinking water since 1990, 1.9 billion gained access to piped drinking water on premises. Over half of the global population (58 per cent) now enjoys this higher level of service.
Globally, 147 countries have met the drinking water target, 95 countries have met the sanitation target, and 77 countries have met both.
Worldwide, 2.1 billion people have gained access to improved sanitation. The proportion of people practicing open defecation has fallen almost by half since 1990.
The proportion of urban population living in slums in the developing regions fell from approximately 39.4 per cent in 2000 to 29.7 per cent in 2014.

Goal 8: Develop a Global partnership for development

Official development assistance from developed countries increased by 66 per cent in real terms between 2000 and 2014, reaching $135.2 billion.
In 2014, Denmark, Luxembourg, Norway, Sweden, and the United Kingdom continued to exceed the United Nations official development assistance target of 0.7 per cent of gross national income.
In 2014, 79 per cent of imports from developing to developed countries were admitted duty free, up from 65 per cent in 2000.
The proportion of external debt service to export revenue in developing countries fell from 12 per cent in 2000 to 3 per cent in 2013.
As of 2015, 95 per cent of the world's population is covered by a mobile-cellular signal.

The number of mobile-cellular subscriptions has grown almost tenfold in the last 15 years, from 738 million in 2000 to over 7 billion in 2015.
Internet penetration has grown from just over 6 per cent of the world's population in 2000 to 43 per cent in 2015. As a result, 3.2 billion people are linked to a global network of content and applications.

1.3.14 Operation Sukuma Sakhe

In February 2008, the "War on Poverty" Campaign was announced by former President Mbeki in the State of the Nation Address. In KZN, the "War on Poverty" Campaign was launched in three presidential nodal areas. The Provincial Government later adopted it as part of the KZN Flagship Programme and in April 2011, re-launched the programme as Operation Sukuma Sakhe (OSS). The top five priorities of the Provincial Government are embedded in the service delivery model of OSS are:

- Rural development/agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health

The desired outcome of the service delivery model is the implementation of a comprehensive, efficient, effective, quality service delivery system that contributes to a self-reliant society in a sustainable manner. For a society to be self-reliant it is important that its members are not passive recipients of services but that they participate actively in local interventions which will have an impact on their lives. Through community participation, individuals can connect with each other and they will be better placed to make decisions in terms of their individual and collective efforts towards a better life for themselves. The Government of KZN has published a Citizens' Charter that spells out what services will be provided and how they will be provided with an emphasis on service delivery improvements.
Progress achieved to date is attributed by the functionality of war-rooms is as indicated below:

War rooms
Emadlangeni Municipality
Dannhauser Municipality
Newcastle Municipality

Table: 11: War-Room-Functionality

District	Local Municipality	No of wards per Municipality	No. of wards with CDWs	No of functional war rooms with CDWs	No of non-functional war rooms with CDWs	No of functional war rooms without CDWs	No of non-functional war rooms without CDWs	Challenges/ Reasons for non-functionality
Amajuba	Dannhauser	13	6 (1,3,8,9, 11,13)	6	0	2	5	Poor participation of stakeholders & no intervention plan
	eMadlangeni	6	4 (1,3,4,6)	4	0	0	2	Poor participation of stakeholders

	Newcastle	34	8 (8,9,11, 12,15, 25,31, 33)	8	0	22	4	Poor participation of stakeholders Inactive of WTT members

Table: 12: Number of Municipalities support to maintain functional wards committee

Name of Municipality	Number of wards	No & % of functional wards	Functional wards	No & % of non-functional wards	Non-functional wards
Newcastle	34	31 (91%)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 33 & 34	3 (9%)	Ward 12 & 32– No community meetings Ward 16 – No WC meetings
Dannhauser	13	10 (77%)	1, 2, 4, 5, 6, 9, 10, 11, 12 & 13	3 (235)	Ward 3, 7 & 8 – No community meetings
Emadlangeni	6	6 (100%)	All wards	0 (0%)	Evidence presented in all indicators in respect of all wards
Total	53	47 (89%)		(11%)	

1.4 AMAJUBA DISTRICT AND GOVERNMENT PRIORITY ALIGNMENT

We further have a Plan in place to ensure alignment with government priorities. By aligning our priorities with Government Priorities and Plans, we facilitate the Governments implementation of Plans. The Amajuba district municipality will directly and indirectly address most of Government Plans through Plan and Priorities alignment as depicted below:

Table: 13: Plan and Priorities alignment

SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
No Poverty Zero Hunger Decent work and economic growth	Create Jobs	Inclusive Economic Growth	Infrastructure and Nodal Development Agriculture Tourism	Economic Development
Industry innovation and infrastructure Cleaner water and sanitation	Expand infrastructure	Strategic Infrastructure	Integrated Basic Service Delivery (Municipal Planning and Infrastructure)	Integrated Service Delivery Provision of quality water and Sanitation
Affordable and clean energy	Use resources properly (Low-Carbon Energy)	Environmental Sustainability	Environmental Management	Environmental Management Air Quality Management Disaster Management

SDGS	NDP (VISION 2035)	PGDP STRATEGIC GOALS 2035	KZN/MP Cross border priorities	DISTRICT PRIORITIES (IDP/DGDP)
Responsible consumption and production Climate action Life below water Life on land				
Gender Equality Reduced inequalities Sustainable cities and communities	Inclusive planning	Spatial Equity	Social Development Community Awareness Campaigns (Operation Vuka Sisebenze)	Municipal Planning Public Participation Spatial Development Alignment Spatial Management and Equity
Quality Education	Quality education Build a capable state	Human Resource Development	Education	Skills Development Social Facilitation and Development
Good health and well-being	Quality health care Unite the nation	Human and Community Development	Health	
Peace, Justice and strong institutions Partnerships for the goals	Fight corruption	Governance and Policy	Programme of Action through Public Participation Intergovernmental Relations	Risk and fraud reduction Institutional Governance Clean Audit Revenue Enhancement

C.1 SITUATIONAL ANALYSIS

Section 26 of the MSA (Act No 32. of 2000) prescribes that the Integrated Development Plan (IDP) of a Municipality must include an assessment of the existing level of development; the development priorities of the municipality, knowledge on available and accessible resources; as well as proper information and the understanding of the dynamics i5nfluencing development in the district.

However, the greatest challenge is regarding the availability of up-to-date information for analysis purpose. The information from Statistics South Africa's Census 2011 and Community Survey 2016 has been the main sources, coupled with administrative records sourced within the district and the local municipalities and government departments. The latest information is from Statistics South Africa's Census 2022.

The following sources were utilised to compile the situational analysis:

STATSSA, Census 2011
STATSSA, Community Survey 2016
STATSSA, Mid-Year Estimates
Municipal Demarcation Board
HIS Global via KZN Provincial Treasury
STATSSA, Census 2022

1.1 DERMACATION IN THE ADM

The Municipal Demarcation Board is an independent authority responsible for the determination of municipal boundaries. The Board's status as an independent authority is also protected by section 3 of The Local Government: Municipal Demarcation Act, 1998, and various judgments by the Constitutional Court. The MDB project for the local elections saw reconfiguration of boundaries in Newcastle LM which had 31 wards and now has 34 wards. In Emadlangeni LM reconfiguration of boundaries increased wards from 4 wards to 6 wards. In Dannhauser LM reconfiguration of boundaries increased wards from 11 wards to 13 wards.

1.1.1 LOCAL ELECTIONS 2021

South Africa's national and provincial elections take place every five years. Voters vote for a political party, not individuals. The political party then gets a share of seats in Parliament in direct proportion to the number of votes it got in the election. Each party then decides on members to fill the seats it has won. This is called a proportional representation (PR) voting system. The PR system awards seats to political parties according to the percentage of votes each party receives in an election. There were a 111 Voting station in Newcastle LM, 34 Voting stations in Emadlangeni LM and 63 Voting Stations in Dannhauser Local Municipality.

Local Municipalities worked tirelessly in partnership with the IEC and other key sector departmental stakeholders to ensure facilities were ready for the day. Projects that were of key importance included employment of local youth, waste management, safety and security enforcement and adherence to IEC procedures in line with the applicable legislation. The table below indicates the proportion of population registered for voting and the cast votes in the ADM jurisdiction.

Table: 14: Locality Elections Voter Turnout in Percentage

Voting Area	Registered Population	Registered Voters	Total Votes Cast	% Voter Turnout
Newcastle Local Municipality	210 677	210 677	180 306	62.39 %
Emadlangeni Local Municipality	14 990	14 990	14 990	62.71 %
Dannhauser Local Municipality	73 029	73 029	50 193	59.20 %
Total	**298 696**	**298 696**	**245 4892**	**61,75%**

Source: IEC South Africa

1.1.2 Population Distribution

Amajuba district comprises of a total population which is estimated at 687 408 people who are accommodated on 150 239 households. Newcastle has the highest population which is estimated at 507 710 people (116 763 households) within 34 wards followed by Dannhauser 142 750 people (25 479 households) within 13 wards and Emadlangeni with 36 948 people (7 998 households) within 6 wards.

Table: 15:Total Population

	Total Population		Population increase	Total Population	Population increase	Annual population growth
Municipality	**2011**	**2016**	**(2011-2016)**	**2022**	**(2011/2022)**	**(2011/2022)**
Newcastle Local	363 236	389 116	7.1%	507 710	39.8%	3.3%
Emadlangeni Local	34 442	36 869	7.0%	36 948	7.3%	0.7%
Dannhauser Local	102 161	105 341	3.1%	142 750	38.7%	3.3%
Amajuba District	**499 839**	**531 327**	**6.3%**	**687 408**	**37.3%**	**3.1%**

Source: (Statistics South Africa, 2022)

Table: 16: Amajuba Population by Gender and Sex Ration

	2011		2022		Sex Ratio	
Municipalities	**Male**	**Female**	**Male**	**Female**	**2011**	**2022**
KZN252: Newcastle	172846	190390	243434	264276	91	92
KZN253: Emadlangeni	17486	16956	18189	18759	103	97
KZN254: Dannhauser	48380	53781	68839	73911	90	93
Amajuba District Municipality	238712	261127	330462	356946	91	93

Source: (Statistics South Africa, 2011 & 2022)

Table 17 shows the population of Amajuba DM as well as the Local Municipalities by gender in 2011 and 2022. The table indicate that the sex ratio for Newcastle LM and Dannhauser LM for males was less than 100 as compared to females whilst sex ratio for Emadlangeni LM males were 193 per 100 females in 2011. In 2022, the sex ratio of Amajuba DM and Dannhauser LM for males increased to

above 90. Sex ratio for of all LMs increased to above 90 per 100 females whilst sex ratio for male in Emadlangeni LM decreased from 103 males per 100 females to 97 males per 100 females.
There has been a marginal change in the gender profile of the district – with females accounting for 52.2% in 2016 (an increase of 0.1% in 2011 and maintaining the number in comparison to data from Census 2011) with a sex ratio of 91/100.

Table: 17: Population By Gender per percentages changes for the ADM Including LMs

Municipalities	2011			2022			2011		2022	
	Male	Female	Total	Male	Female	Total	% Male	% Female	% Male	% Female
KZN252: Newcastle	172846	190390	363236	243434	264276	507710	48	52	**48**	**52**
KZN253: Emadlangeni	17486	16956	34442	18189	18759	36948	51	49	**49**	**51**
KZN254: Dannhauser	48380	53781	102161	68839	73911	142750	47	53	**48**	**52**
Amajuba District Municipality	238712	261127	499839	330462	356946	687408	48	52	**48**	**52**

Source: Census 2022, Stats SA website: https://census.statssa.gov.za/#/province/5/2

Table 18 above shows that the percentage of females in Newastle, Dannhauser LM as well as Amajuba DM were higher as compared to males in 2011, whilst the percentage of males in Emadlangeni LM was higher than females in 2011. In 2022, in all 3 LMs and ADM, the percentage of males were less than that of females.

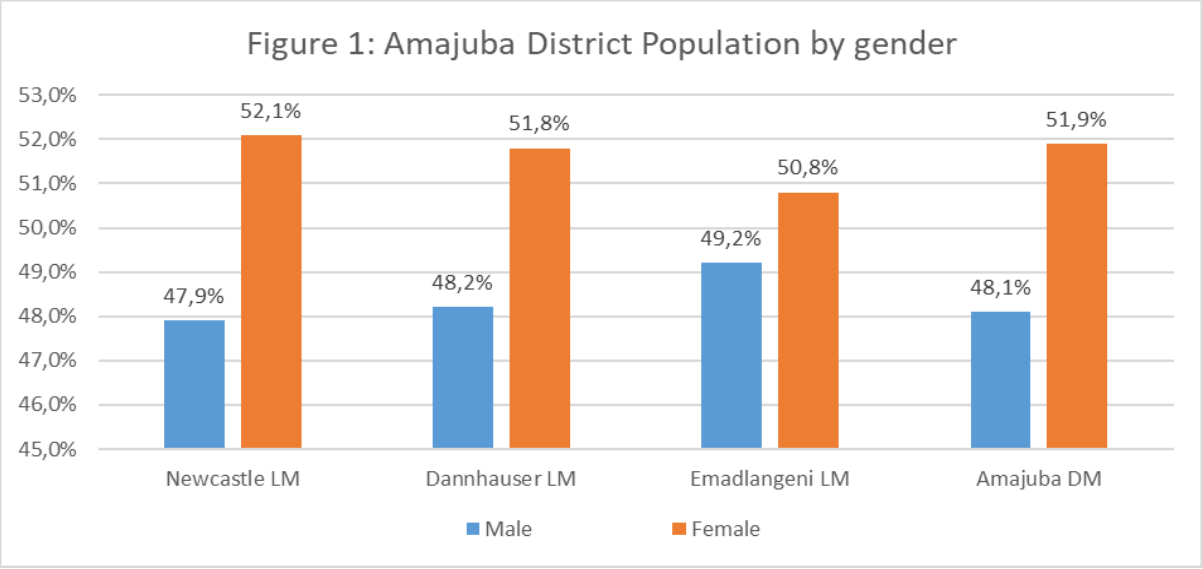


Figure 1: Amajuba District population by gender, Census 2022

Figure 1 above shows the percentage of males in all 3 LMs and ADM were less than percentage of females in 2022.

1.1.3 Population Density

Population density is a measurement of population per unit area, or exceptionally unit volume; it is a quantity of type number density. To calculate the population density, you will divide the population by the size of the area. Thus, Population Density = Number of People/Land Area. The unit of land area should be square kilometres. You can use square feet or meters if you are finding the density of a smallish space. The population density in the ADM jurisdiction is 99,4 people per square meter. Population density per local municipality is as follows:

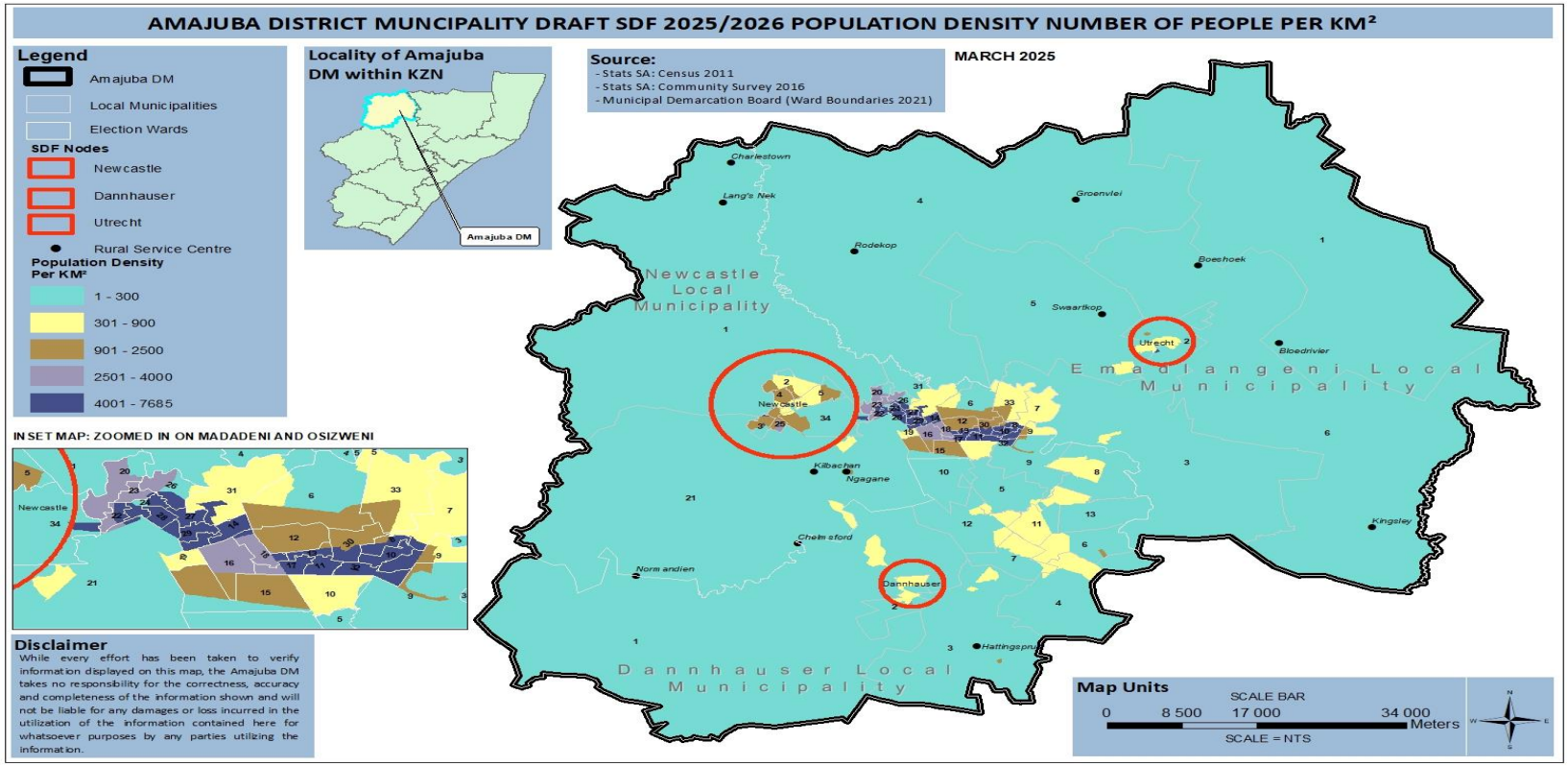
Table: 18: Population Density

Local Municipality	Population	Land Area	Persons per km^2
Newcastle	507 710	1 855 km^2	273,7
Dannhauser	142 750	1 516 km^2	94,2
Emadlangeni	36 948	3 539 km^2	10,4
Amajuba DM	687 408	6 910 km^2	99,4

Source: (Statistics South Africa, Census 2022))

The spatial representation of the population density is per the map below:

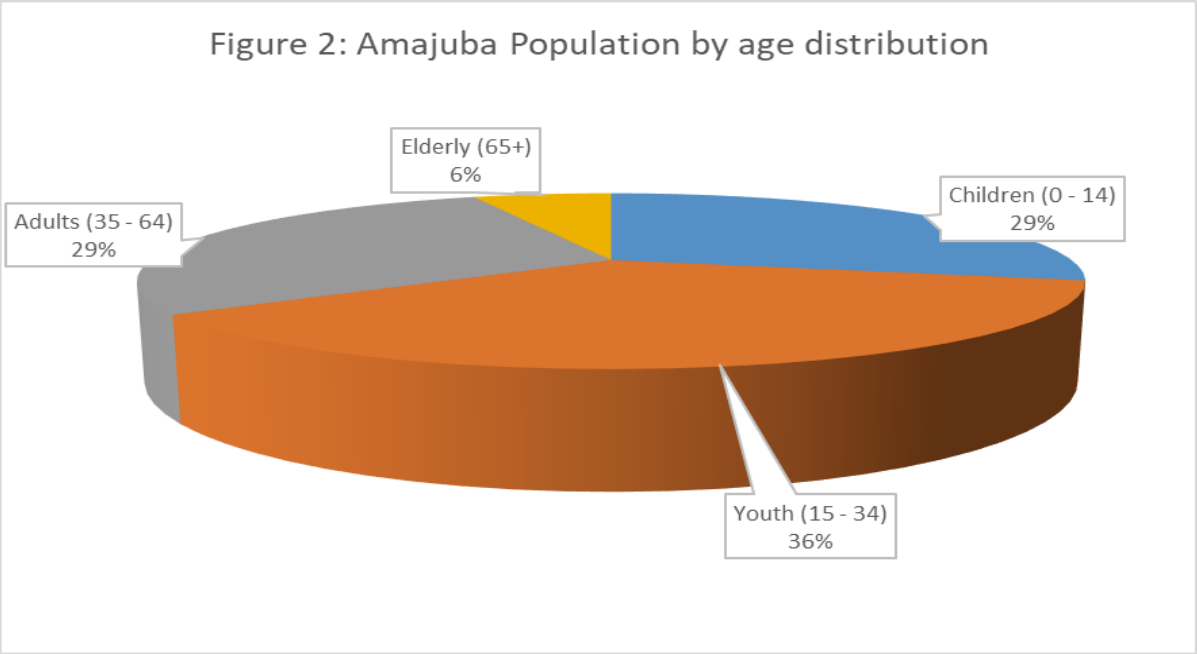
Map 3: Population Density per KM²



Source: (Amajuba District Municipality, 2025)

1.1.4 Age and Gender Structure

According to Statistics South Africa, Census 2022 results, the district is predominantly characterised by a young population which constitutes 36% of the total population of Amajuba District, which is divided into the following strata: -

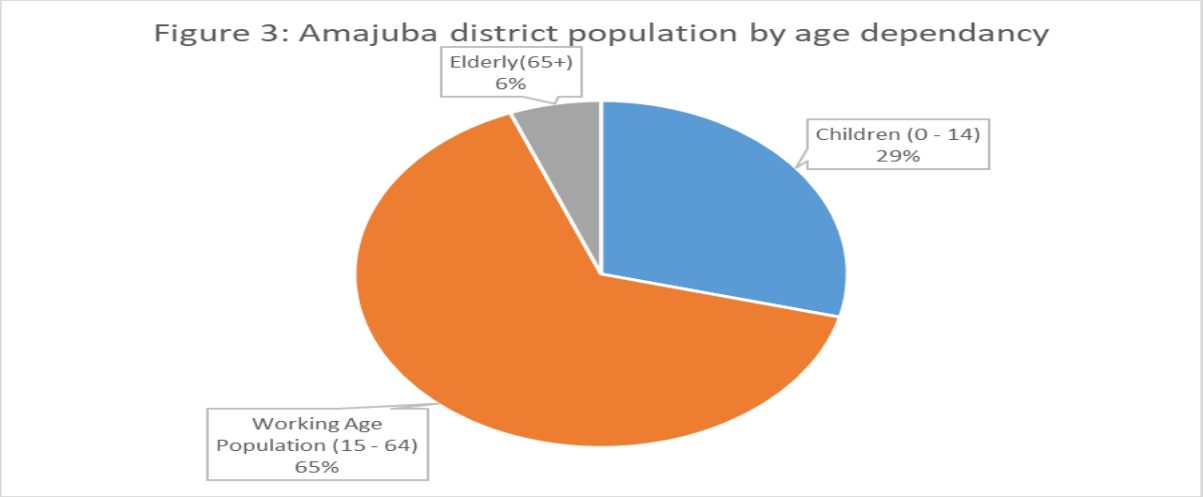


Source:(Statistics South Africa, Census 2022)

The Amajuba District Municipality shows a significant proportion of youth dependency followed by both children (0-14) as well as adults (35-64) at a percentage of 29 each. The elderly which is 65+, constitutes 6% in Amajuba DM. The age structure shown alongside illustrates that a total of 65% of the population are of the 'working age' grouping. 29% of the population are under the age of 15 years, while only 6% of the population are pensioners over the age of 65 years.

Age Cohorts	Number	%
Children (0 - 14)	198361	29
Working age (15 - 64)	448602	65
Elderly (65+)	40435	6
Amajuba DM	687399	100

Dependency ratio 53,23115



Source:(Statistics South Africa, Census 2022)

The figure 3 above show the proportion of ADM population by age dependencies. The working age population got the highest, which is 69%, followed by children, 29%, and the elderly sitting at 6%. The population dependent of Amajuba DM based on age dependencies is 53% in 2022 and that implies that the population proportion more than 50% if children and elderly are dependent on working age population.

The youth forms part of the EAP at 36% and adults contributing 29% of the total population which is an indication that the ADM jurisdiction must create an economy that can absorb the youth. A relatively young population requires innovative economic interventions. The dominance of mining and agriculture may pose challenges to job opportunities, if there are no deliberate efforts to find innovative aspects of traditional sectors for integrating young population. A young population also requires responsive government, given the inclination for social unrest among this younger population. It also requires economic and social interventions modelled after the social and economic needs for younger population. Technology innovation, social programmes integrated into schools, sports and re-creation, skills development -all these are critical in responding to the socio-economic demands of a young population.

The pyramid indicates that there is a need for investment towards capacitating the younger generation between the age cohort of 00-34, from ensuring there is enough fully functional ECD and a sustainable economy.

Table: 19: Population by Age Group for the Amajuba DM including LMs

Age group	Newcastle Local Municipality		Emadlangeni Local Municipality		Dannhauser Local Municipality		Amajuba District Municipality	
	Male	Female	Male	Female	Male	Female	Male	Female
0 - 4	24179	23871	1903	1891	7903	7569	33985	33330
5 - 9	22430	22743	1601	1720	7608	7250	31640	31714
10 - 14	23858	24109	1873	1838	7916	8099	33647	34046
15 - 19	23620	23492	1868	1626	7467	7257	32954	32376
20 - 24	23461	24493	1673	1641	6483	6312	31618	32446
25 - 29	23394	24400	1562	1663	5940	6641	30896	32704
30 - 34	22699	22164	1495	1345	5291	5454	29485	28963

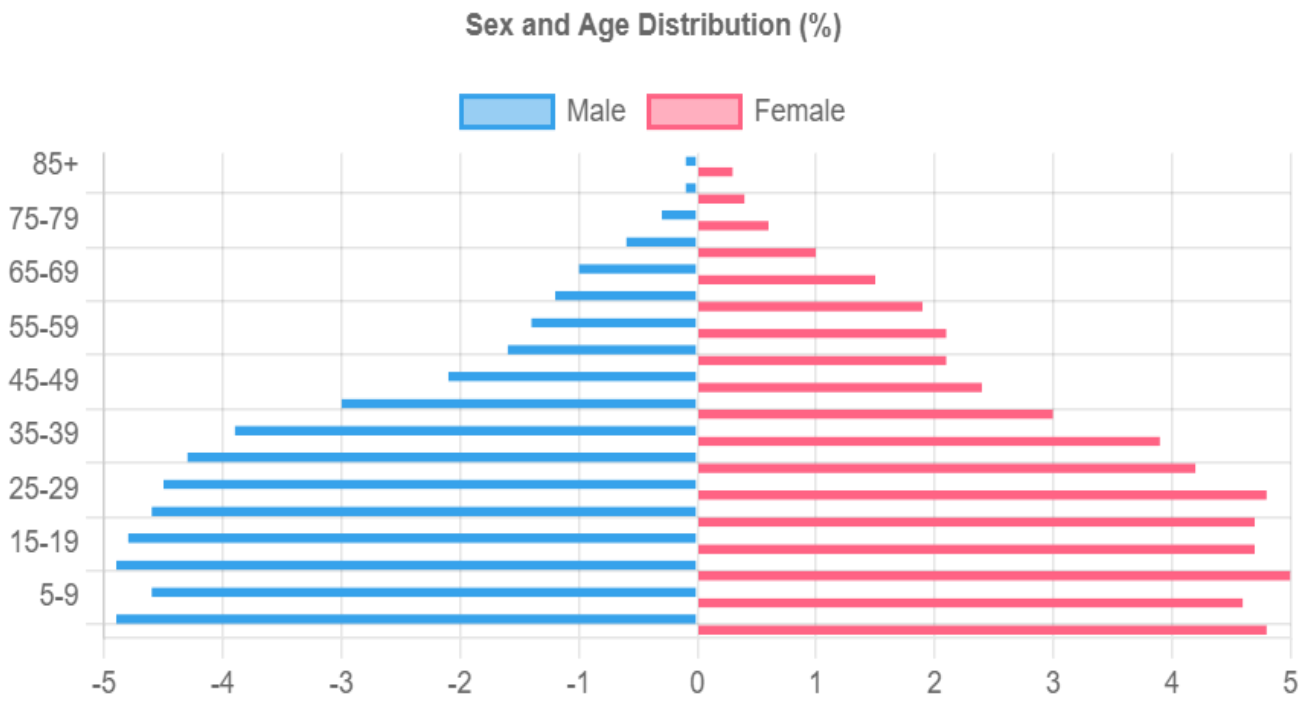
35 - 39	20457	20528	1306	1379	4811	5215	26574	27123
40 - 44	15585	15668	1127	1098	3846	3858	20557	20625
45 - 49	11082	12549	879	929	2812	3131	14774	16609
50 - 54	8383	10933	694	751	2210	2593	11288	14277
55 - 59	7367	10557	606	763	1986	2822	9959	14142
60 - 64	6196	9610	606	740	1650	2432	8452	12782
65 - 69	5123	7736	459	551	1417	2099	6999	10386
70 - 74	2813	5130	282	323	795	1375	3890	6828
75 - 79	1506	3131	134	230	408	827	2048	4187
80 - 84	774	1886	72	128	186	560	1031	2575
85+	501	1274	49	140	109	419	658	1833

Source: Census 2022, Stats SA website: https://census.statssa.gov.za/#/province/5/2

Table 19 above shows the population age and gender group of Amajuba DM and all 3 LMs. The tables indicate that in all LMs, the proportion population is higher in the younger age groups that is children and the youth, whilst the population declines for Amajuba population in the older age group, i.e adults and elderly.

Viewing the Pyramid (Figure 4.1), the graph clearly outlines that the district has a population structure that is normal for developing regions. At the tip of the pyramid there is evidence that the life expectancy is increasing which is generally a good indication as it translates that there are improvements in health and the general livelihood of the residence in the ADM. The youth forms part of the EAP at 36% and adults contributing 29% of the total population.

Figure 4.1: Amajuba District Population Pyramid

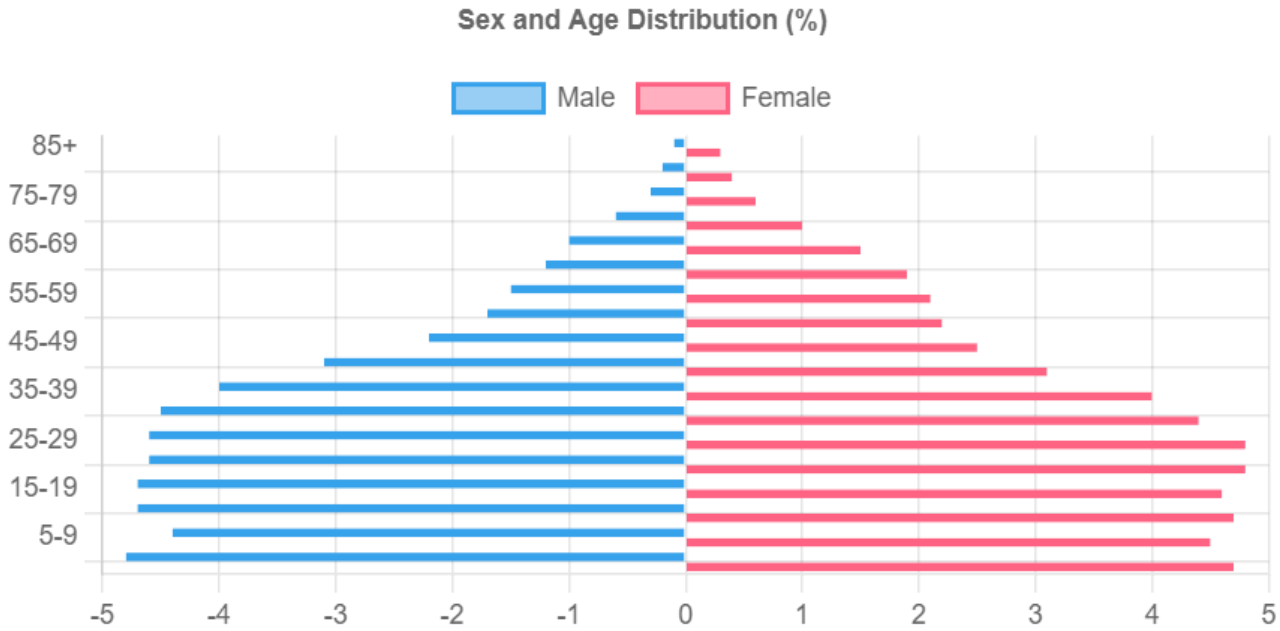


Source:(Statistics South Africa, Census 2022)

The three other population pyramids for Amajuba District family of Municipalities clearly depicts the same trends as that of the District Municipality in the sense that these Municipalities have a larger

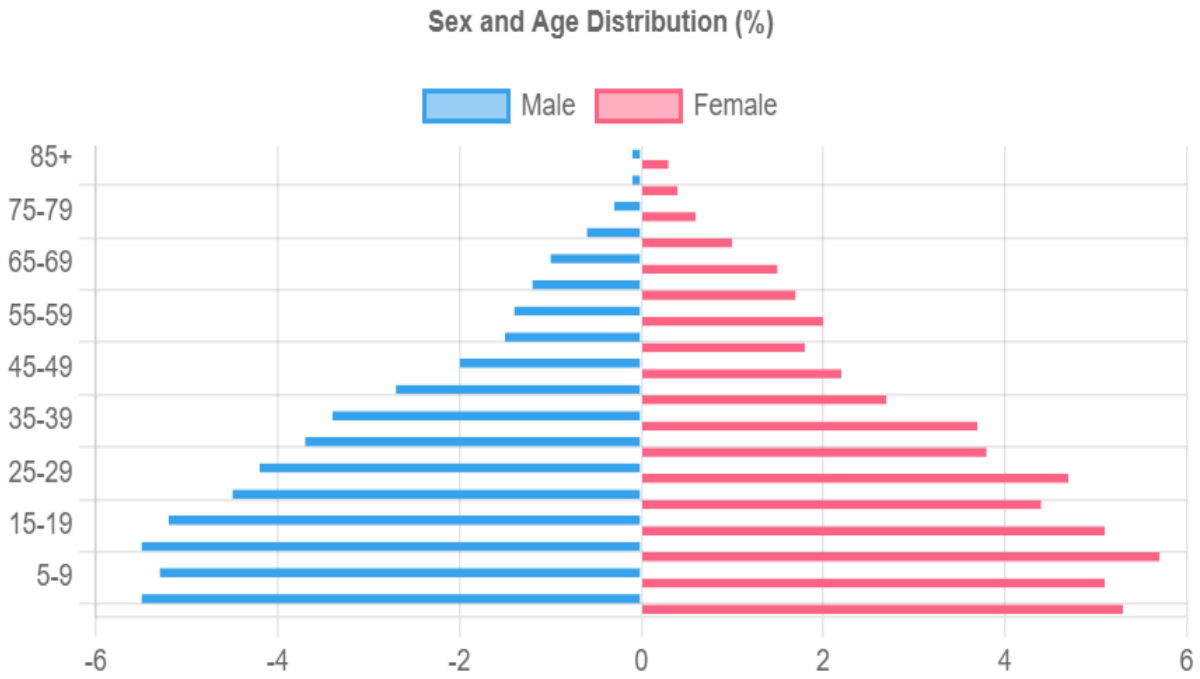
proportion of youth population between the ages 15 to 34 years and the adults population gradually declines between the ages 35 to 64 years. In all three Local Municipalities in Amajuba District the life expectancy for females is much higher than their male counterparts.

Figure 4.2: Newcastle LM Population Pyramid



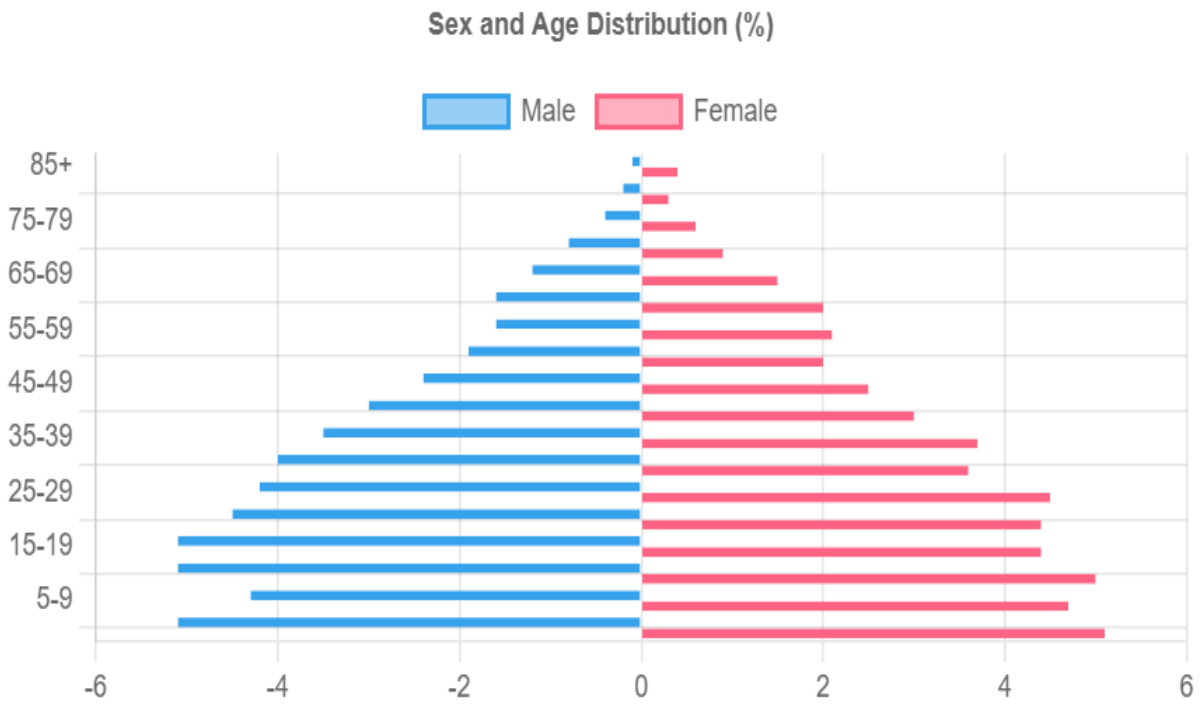
Source:(Statistics South Africa, Census 2022)

Figure 4.3: Dannhauser LM Population Pyramid



Source:(Statistics South Africa, Census 2022)

Figure 4.4: Emadlangeni LM Population Pyramid



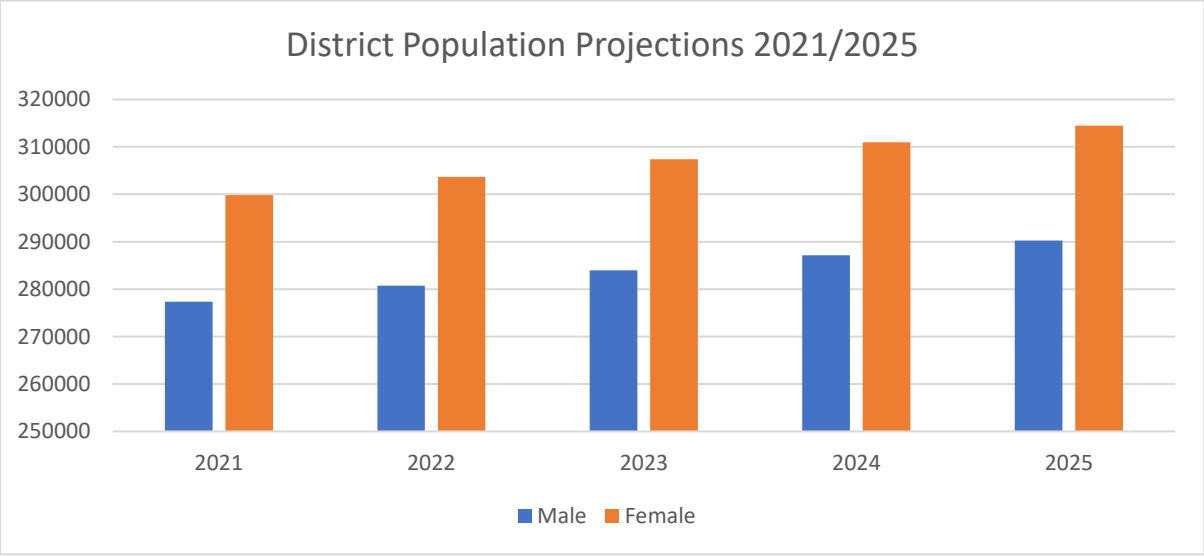
Source:(Statistics South Africa, Census 2022)

Amajuba District Municipality population projections

Population Growth Projection

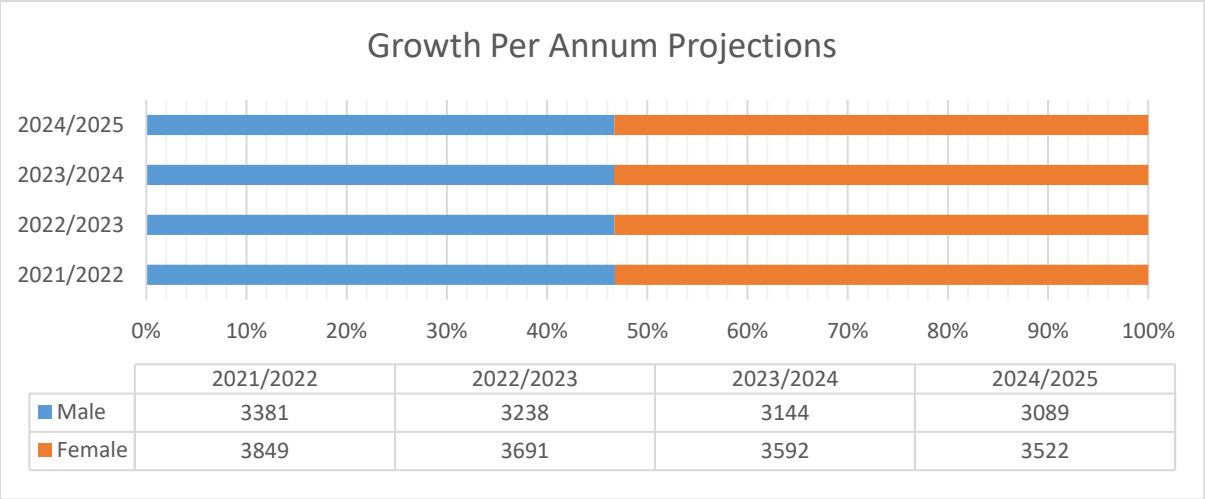
The population of the Amajuba DM is projected to increase by 4% between 2020 and 2024 as per data supplied by Stats SA on the Mid-Year Population Estimates 2019. It becomes a responsibility of the ADM and the Local municipalities to plan for the provision of basic services in line with the projected increase estimated at 1.05% per annum. By the year 2024 the population of the ADM is estimated to be at 587 437 by 2024.

Figure 5: District Population Projection 2021-2025



Source: (Stats SA, MYPE 2020)

Figure 6: Population growth projection per annum 2021/22 – 2024/25 (Gender)

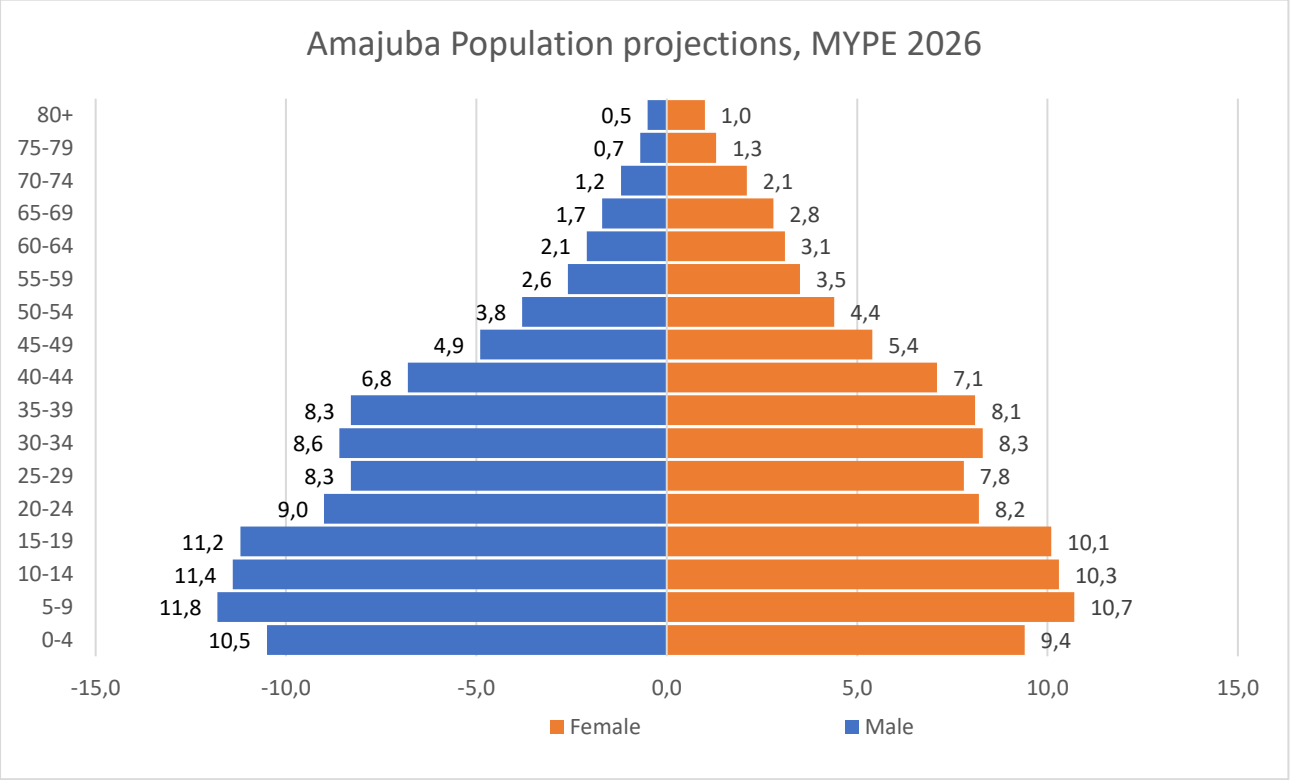


	2021/2022	2022/2023	2023/2024	2024/2025
Male	3381	3238	3144	3089
Female	3849	3691	3592	3522

Source: (Stats SA, MYPE 2020)

Amajuba District Municipality population projections

Figure 5: District Projection by Age and Sex



Source: (STAsSA, MYPE, 2023)

Figure 5, according to the mid-year population estimates, the population projections for Amajuba DM shows that in 2026, most of the population will be children from 5-14 years and teenagers (15-19). There is a decline in the population of children in 2026 compared to Census 2022. The life expectancy is much higher according to Mid-year population estimates of 2026 compared to Census 2022.

The dataset shows that their high birth rate within the district while there is lower youth and working age group compared to the birth rates and early childhood rates, most of the population within the Youth and Working Age group Migrate to other Cities due to:
Educational purposes,better life notions and Better Working opportunities in bigger cities and town,

This effects the districts development Growth as most of the Push Factors are things the District Does not have, in addressing such it is visioned that the district should focus most of its development on priority issues such as providing basic services to communities that are in desperate need, helping the youth through a bottom-up approach allowing the youth and Communities to express their needs.

This will allow the ADM to evolve both economically and in terms of development since there will be a stable Intergovernmental relation. The Low Life Expectancy numbers shows that the older people within ADM might have health care challenges, this may be due to high cost of excessing proper health care and the difficulty of accessing medical supplies. A significant proportion of the older population resides within Rural areas, and they might not have people who are able to take care of them. The other challenge is access to medical supplies since Hospitals and clinics are far and the cost of transportation is high for their monthly income (Pension).

In addressing such the ADM together with the Department of Health and Department of Transport should include the elderly population in their plans, such plans should include the ways in which medical attention and supplies could be delivered to the elderly people living in rural areas far from Hospitals and Doctors. An Initiative like “Transport a doctor to save a life” where government Doctors once a month go deliver medical supplies and do Doctor check-ups for the elderly Including other community members living far from medical centres.

Low Life Expectancy numbers especial on post productive groups within the ADM is due to people not having access to proper water and sanitation which places the population to high-risk exposure such is evident on areas such as Normandien & Kingsley where a larger population still don’t have access to such services including electricity.

These areas are occupied mostly by people in post productive groups and access to water is obtain through boreholes and streams where in most cases they share with Livestock. The district together with relevant sector department along with Newcastle LM should embark on the journey of providing such services to such areas as they are at high risk and the projects to help bring services should be of priority. Such Projects not only bring development to the community at large they also provide Job Opportunities to those not economically active and Healthy Drinking water to the Community. Proposed plans based on findings:

Development of More Higher Learning Institution Also Training Hubs and Skills Training Hubs.
Development of Healthy Programmes Focusing on Healthy Living for People.
Development of Health Programme focused on providing people with Medical Suppliers and Bringing the Doctors closer to the People, especially the old Age.
Prioritising Development Project that Focuses on Servicing the Areas that do not have Proper water supply and Sanitation Services. Such projects will Contribute to Job Opportunities.

An LED and a Government Focussed on a Bottom-Up Approach in helping the Productive Stage of the Population this is a way of allowing people to meet the government halfway. Develop Healthy Programmes that Focuses on Curbing Teenage Pregnancy within the District.

Language Structure

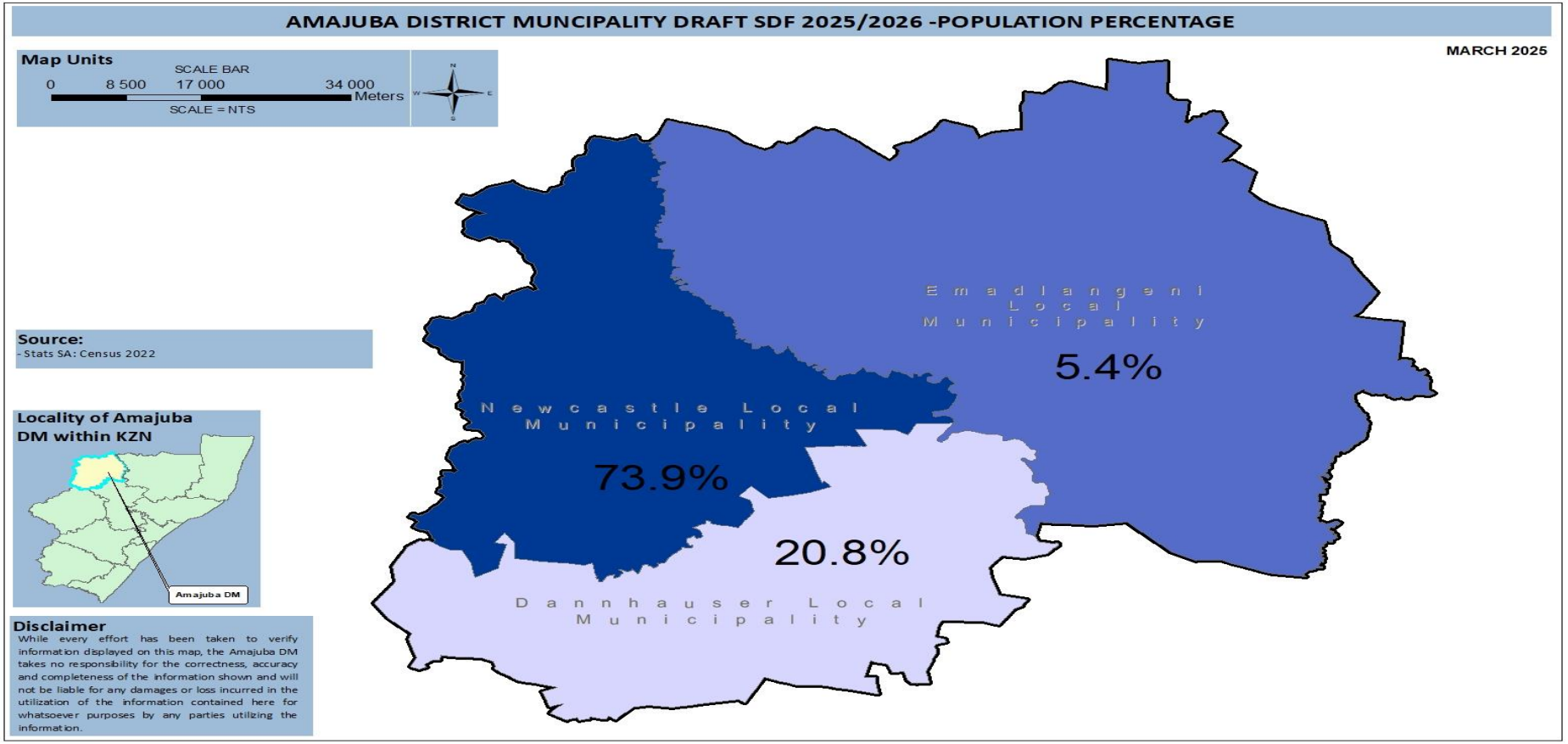
Language most often spoken by population for Amajuba population

Table: 20 Language Spoken BY ADM Population

Language spoken	Black African	Coloured	Indian or Asian	White	Other	Total Population
Afrikaans	193	657	23	17252	42	18166
English	2784	3046	19109	6899	339	32177
Isindebele	174	3	3	3	0	184
IsiXhosa	1363	10	10	3	0	1387
IsiZulu	602645	1599	385	291	154	605075
Sepedi	512	6	0	0	0	518
Sesotho	4944	6	0	4	92	5046
Setswana	230	0	0	4	0	235
Sign language	52	0	0	4	0	57
Siswati	621	0	0	0	0	621
Tshivenda	134	0	0	0	4	139
Xitsonga	249	3	8	3	7	270
Khoi,Nama and San languages	14	0	0	0	11	25
Shona	2252	4	12	0	263	2532
Chichewa/Chewa/Nyanja/Chinyanja	474	0	11	0	94	579
Portuguese	122	0	37	0	21	180
Other	655	4	452	99	599	1809
Amajuba DM	**617419**	**5339**	**20051**	**24565**	**1627**	**669000**

Source: Census 2022, Stats SA

The language table above shows the language spoken by Amajuba DM population in 2022. The table indicate that IsiZulu is mostly spoken, followed by English and Afrikaans. The least spoken language in Amajuba DM is Khoisan and sign language.



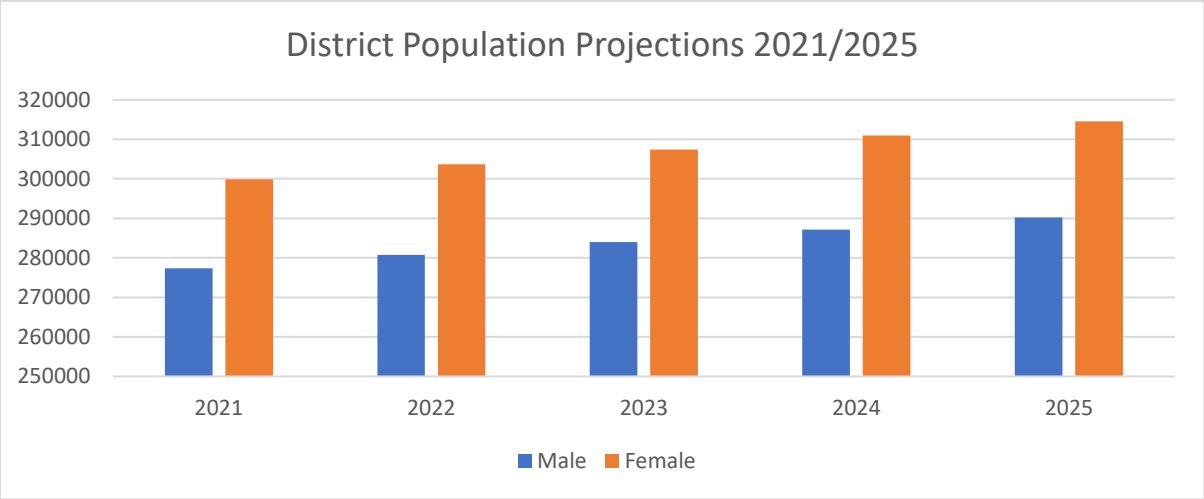
Map: 3 Population Percentage

Source: (Amajuba District Municipality, 2025)

1.1.5 Population Growth Projection

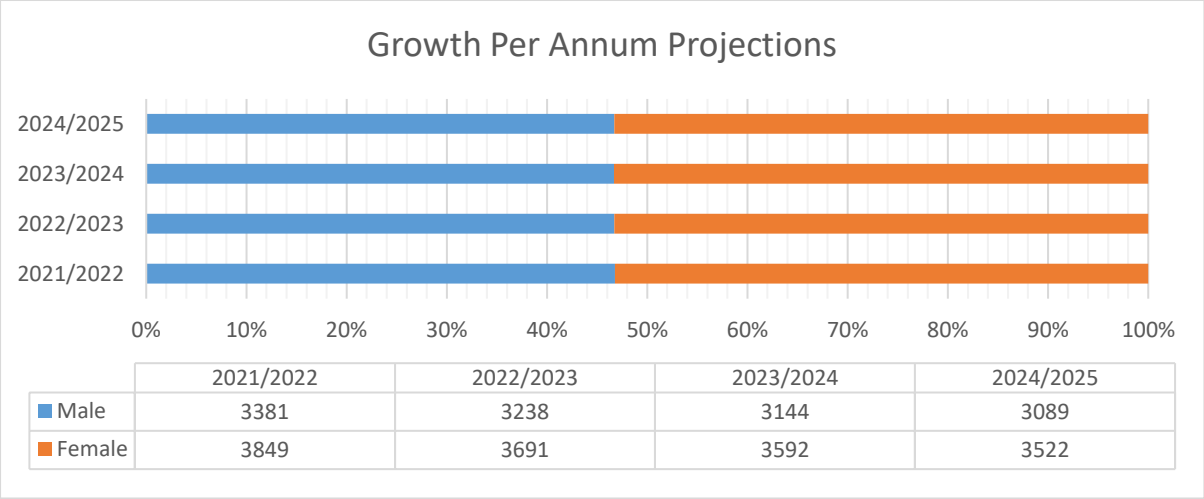
The population of the Amajuba DM is projected to increase by 4% between 2020 and 2024 as per data supplied by StatsSA on the Mid-Year Population Estimates 2019. It becomes a responsibility of the ADM and the Local municipalities to plan for the provision of basic services in line with the projected increase estimated at 1.05% per annum. By the year 2024 the population of the ADM is estimated to be at 587 437 by 2024.

Figure 10: District Population Projection 2021-2025



Source: (STAsSA, 2020)

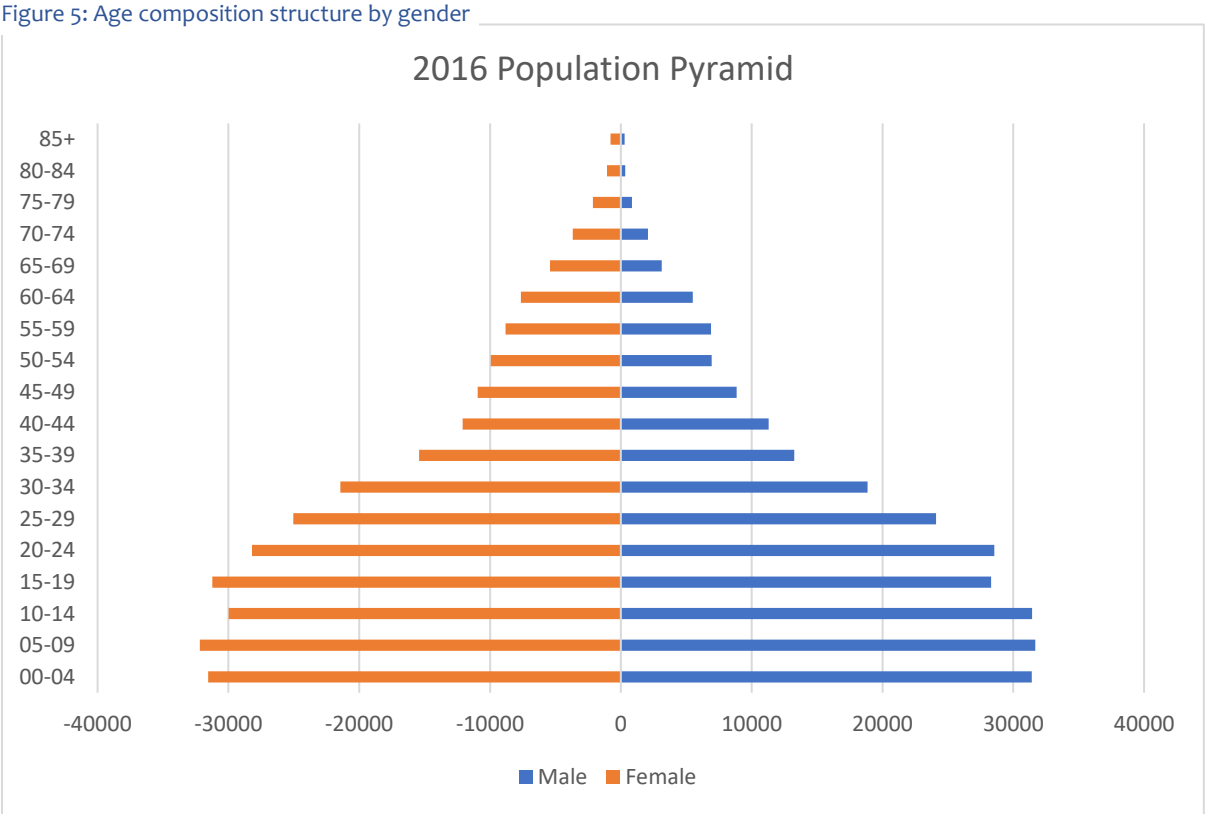
Figure 11: Population growth projection per annum 2021/22 – 2024/25 (Gender)



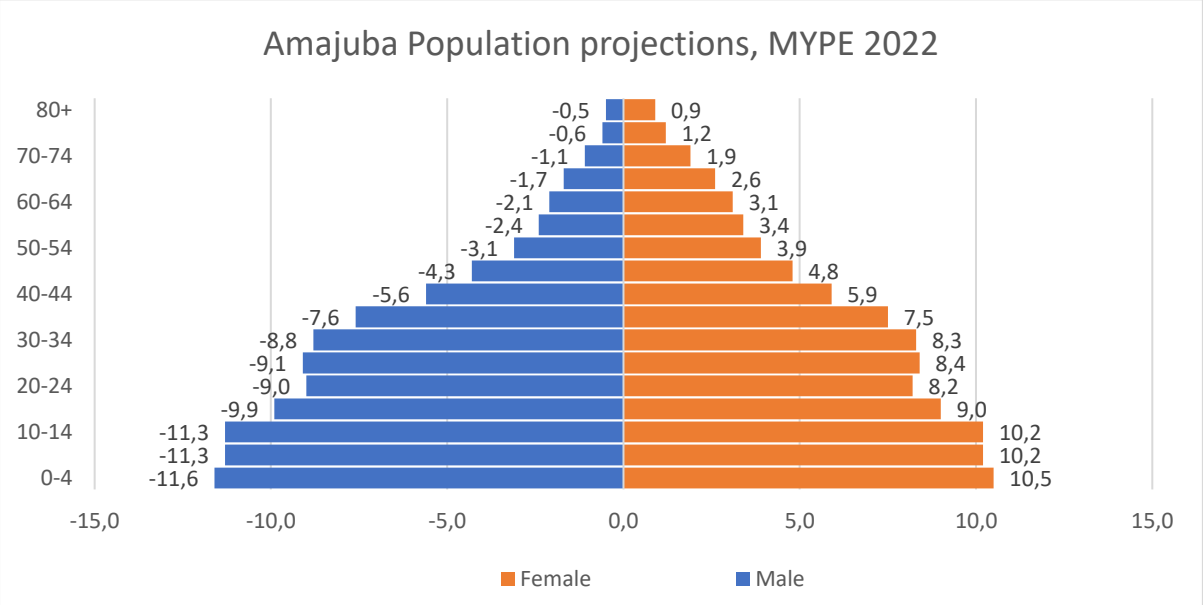
	2021/2022	2022/2023	2023/2024	2024/2025
Male	3381	3238	3144	3089
Female	3849	3691	3592	3522

Source: (STAsSA, 2020)

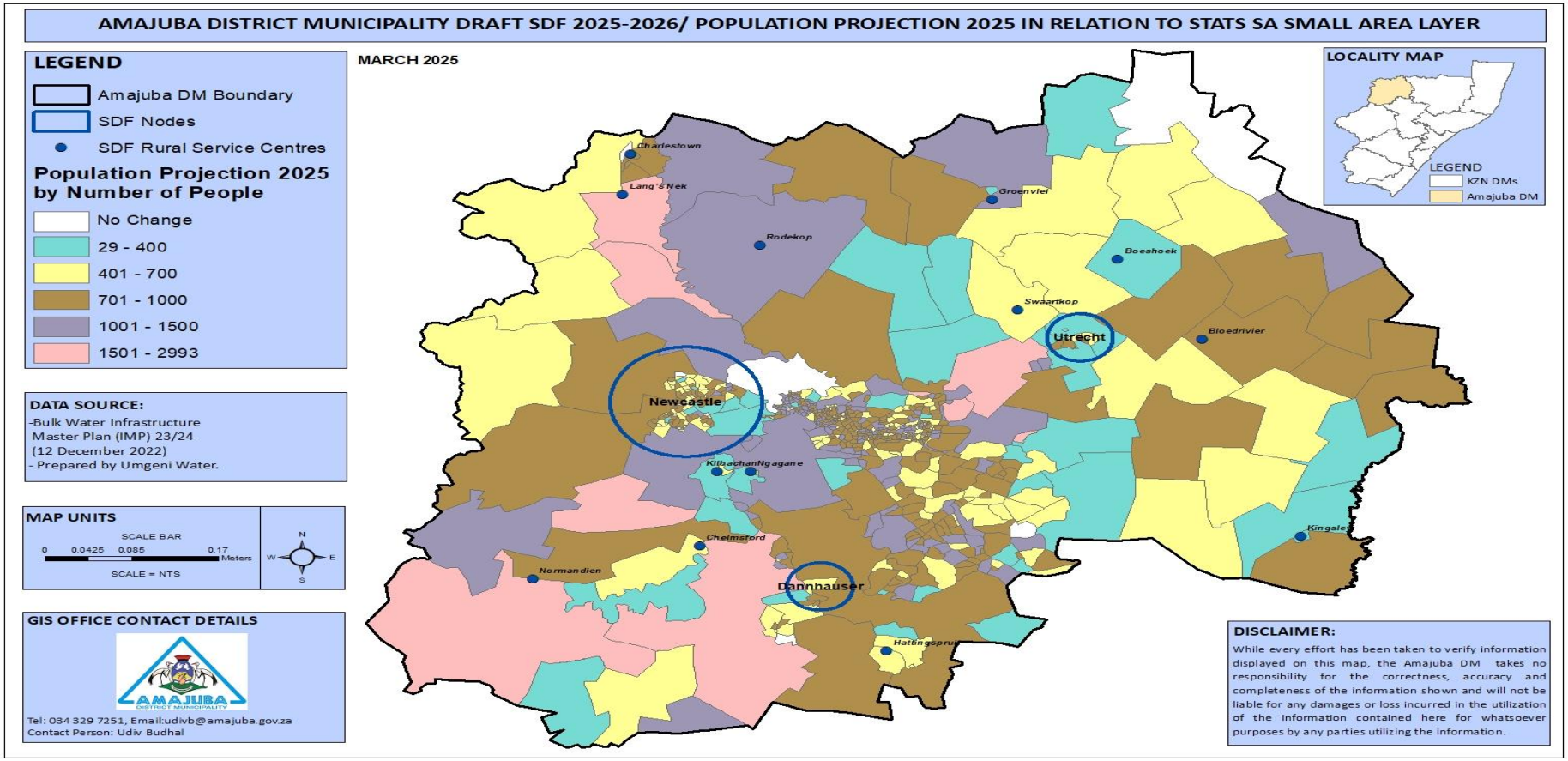
Figure 5: Age composition structure by gender



Censuse: (STAsSA, 2020)

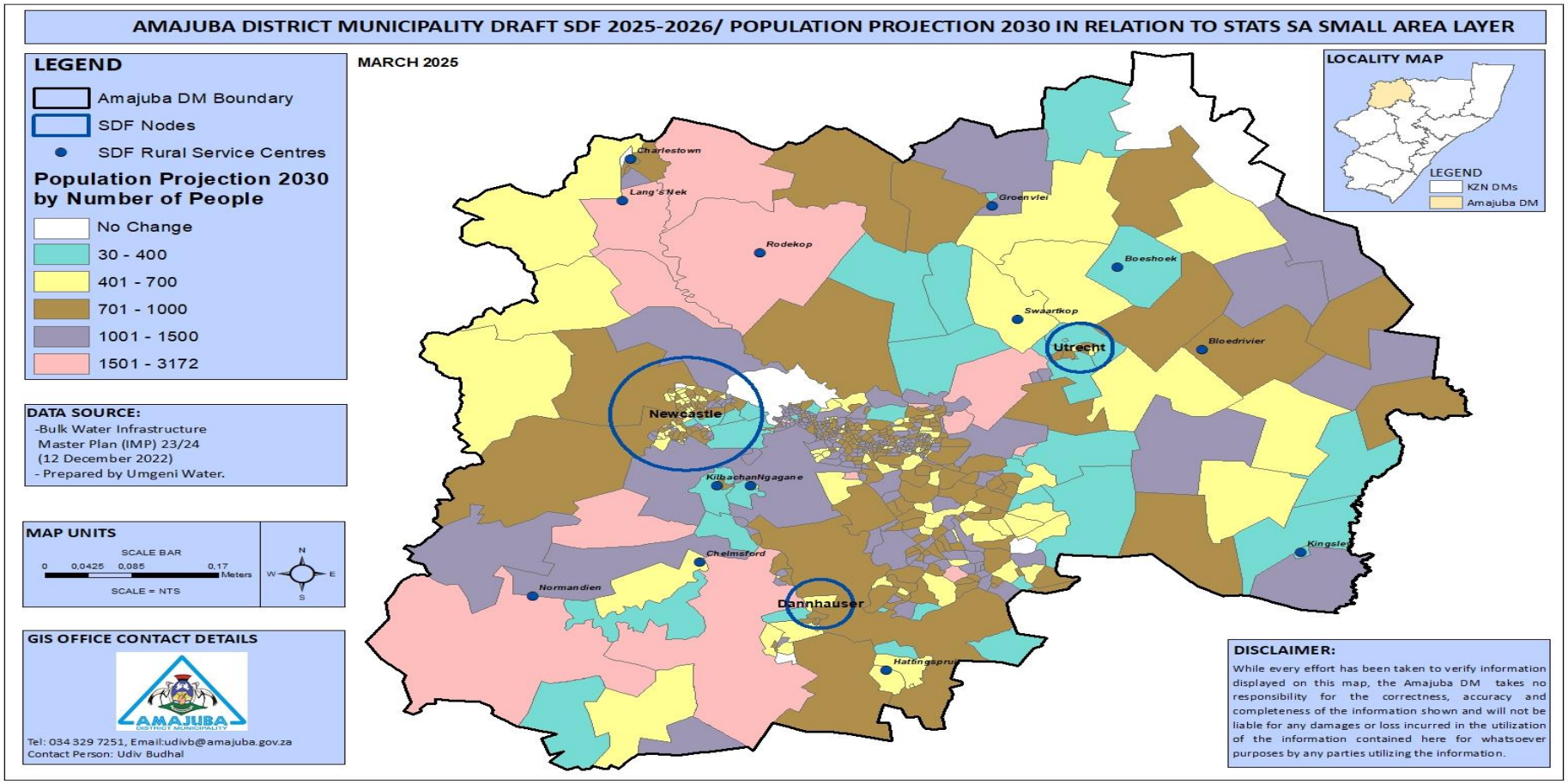


2022



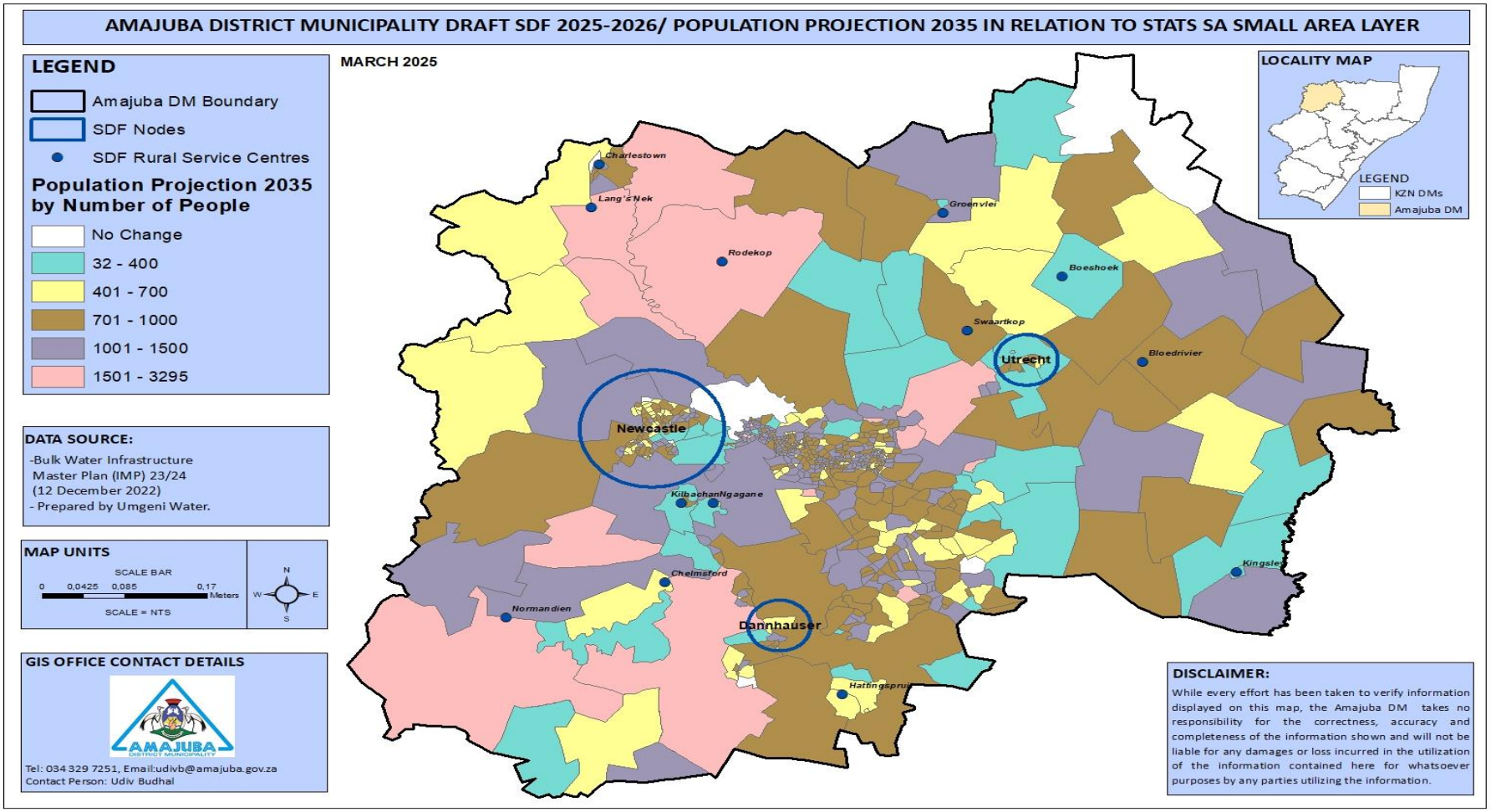
Map: 4 Population Projection

Source: (Amajuba District Municipality, 2025)



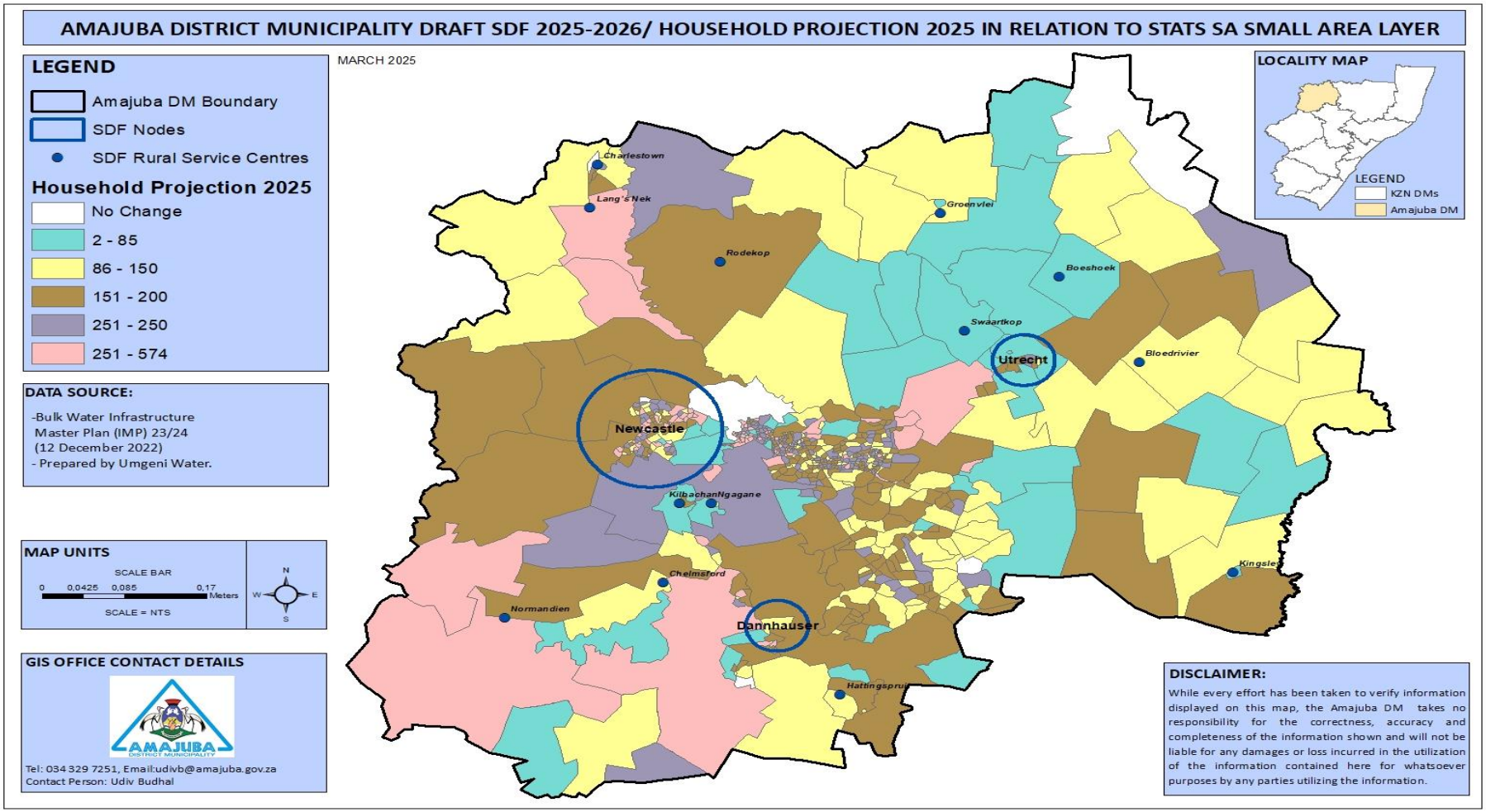
Map: 5 Population Projection 2030

Source: (Amajuba District Municipality, 2025)



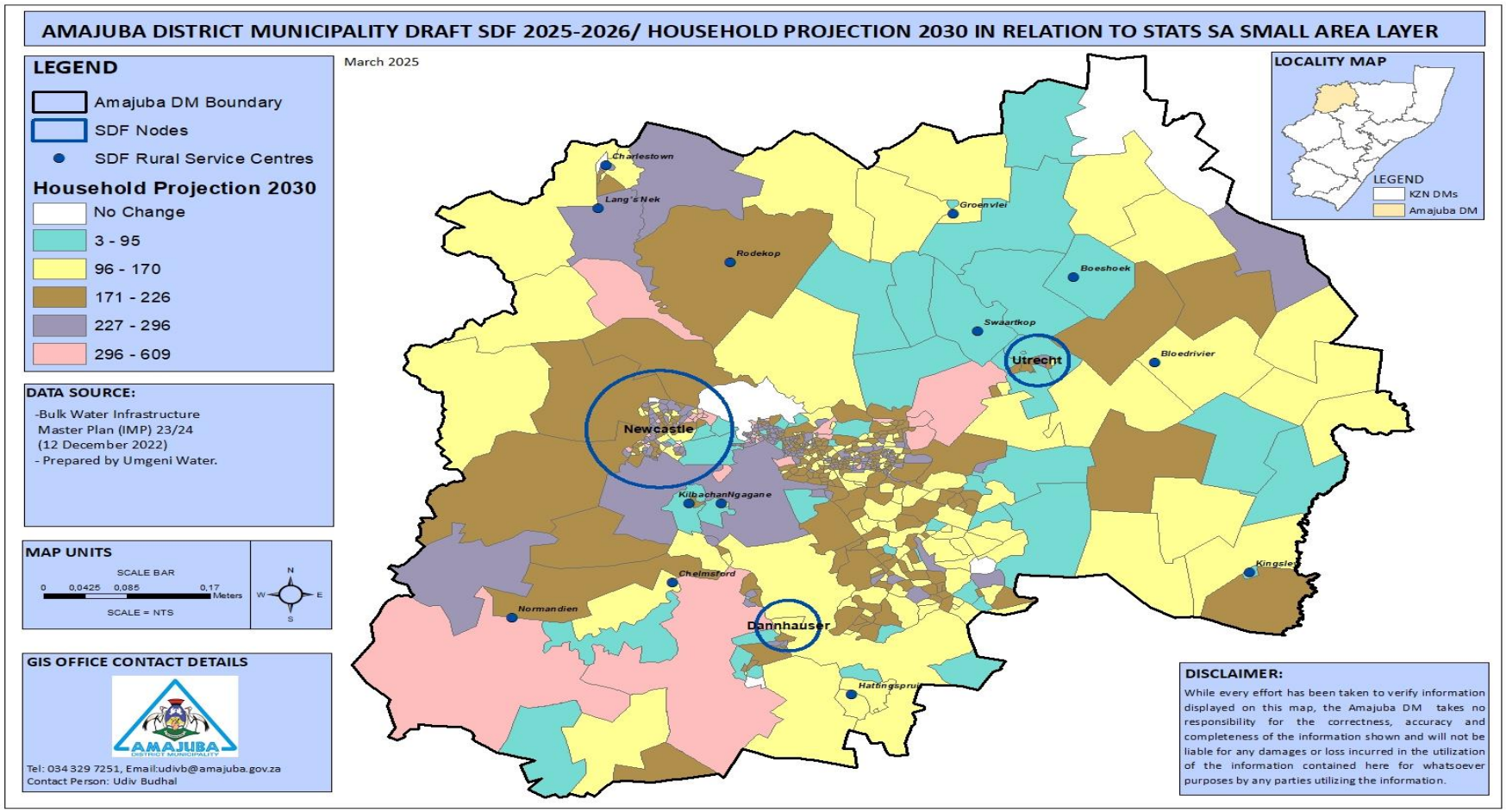
Map: 6 Population Projection 2035

Source: (Amajuba District Municipality, 2025)



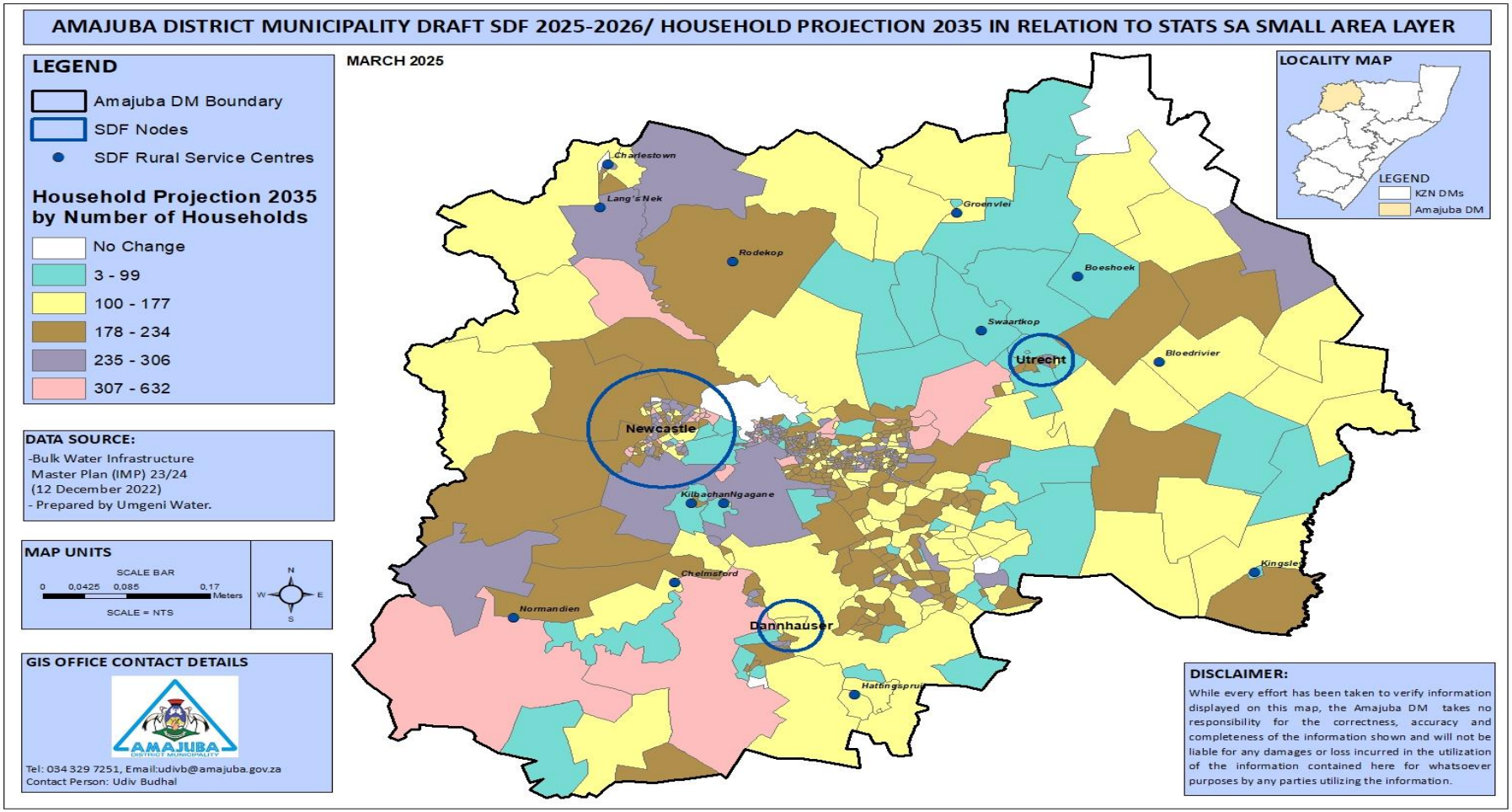
Map: 7 House Projection 2030

Source: (Amajuba District Municipality, 2025)



Map: 8 House Projection 2030

Source: (Amajuba District Municipality, 2025)



Map: 9 House Projection 2035

Source: (Amajuba District Municipality, 2025)

The population of Amajuba District Municipality is predominantly youthful, with a significant portion falling within the economically inactive age group. Children aged 0–14 years constitute 35.4% of the total population, highlighting a high dependency ratio. The working-age population (15–64 years) accounts for 60.9%, while seniors aged 65 and above represent a small segment, comprising only 3.7%.

Despite the relatively large working-age population, the district faces a critical employment challenge. Approximately 36% of individuals classified within the Economically Active Population (EAP) are unemployed, underscoring substantial barriers to job access and economic participation for a large portion of the district's residents.

1.1.6 Tenure Status

The Community Survey 2016 was conducted by Statistics SA revelling that the tenure ownership has increased in comparison to the Area Based Plan statistics, however there are still challenges in areas such as Emadlangeni where in a significant portion of the land is privately owned and utilized for agricultural purposes. This is a positive indication for ownership of land tenure however it poses a huge challenge on the local and district municipality in terms of provision of basic services. The table shows the tenure status as per the Community Survey 2016.

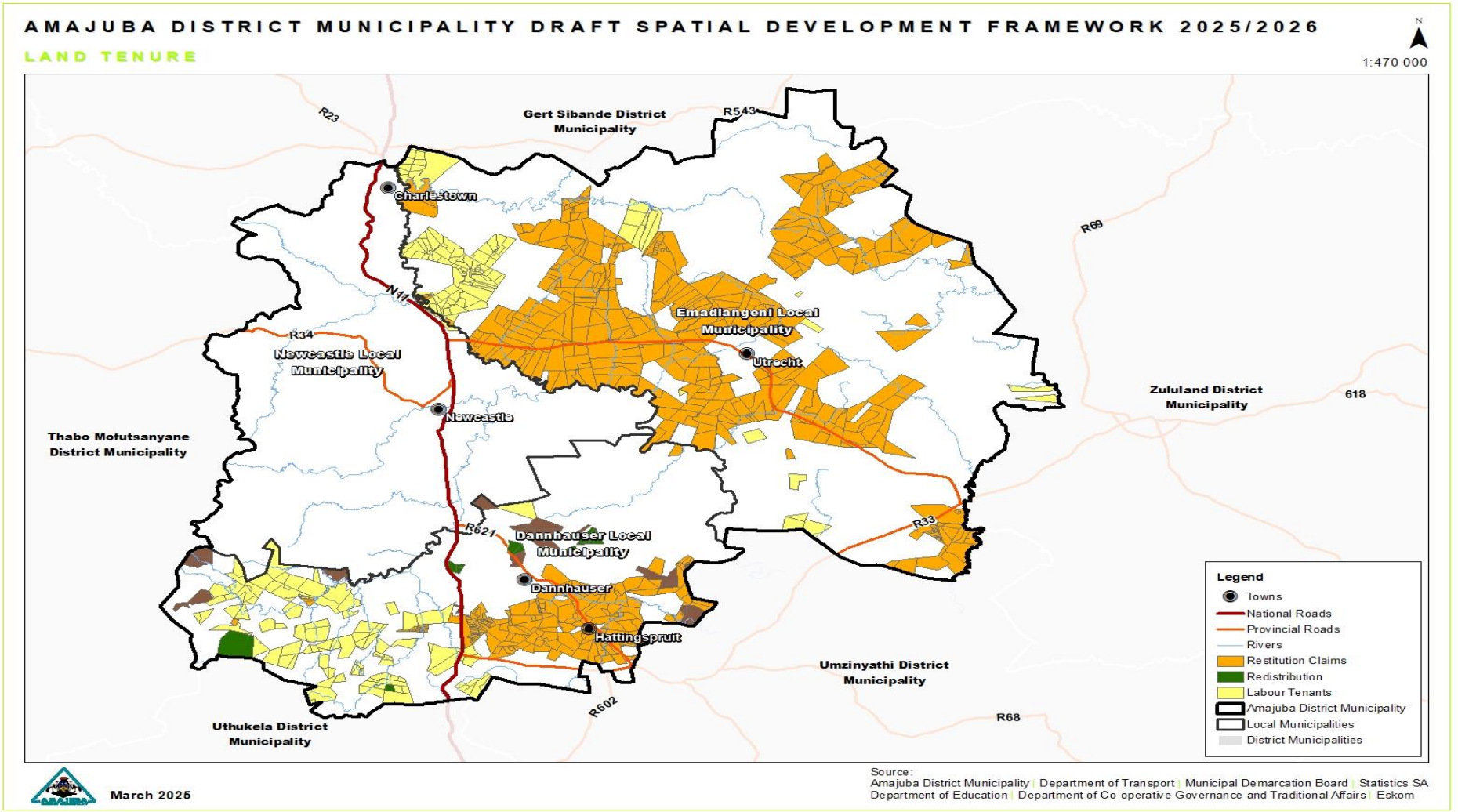
Table: 21: Tenure status

Tenure status	Newcastle Local Municipality	Emadlangeni Local Municipality	Dannhauser Local Municipality	Amajuba District Municipality
Rented from private individual	13540	328	2540	16408
Rented from other (including municipality and social housing	8387	221	590	9197
Owned but not yet paid off	5426	141	625	6192
Owned and fully paid off	53283	3029	10180	66492
Occupied rent-free	15578	2266	7030	24874
Other	1848	82	1246	3176
Do not know	1119	73	230	1422
Unspecified	17583	1858	3037	22478
Total	**116763**	**7998**	**25479**	**150239**

Source: (Statistics South Africa, Census 2022)

Table 21 above shows the number of households in ADM by tenure status. In all 3 LMs the majority of households are owned and fully paid off whilst there are quite a few households in LMs that are rented from other services providers including municipalities and social housing Scheme

Below is a map showing the land tenure status:



Map: 10 Land Tenure Status

Source: (Amajuba District Municipality, 2025)

1.1.7 Demographic Characteristics

Migration (Internal/External)

It is challenging to properly monitor the movement of people within the district, evidently there are already indicators that there is a lot of movement within the district when we look at the distribution of our population over the years. The table below indicates the number of people that have move to other areas and no longer reside in our district and the number of people that have migrated to our district.

Table: 22: Migration

Previous Place of residence	Newcastle Local Municipality	Emadlangeni Local Municipality	Dannhauser Local Municipality	Amajuba District Municipality
Western Cape	197	20	29	245
Eastern Cape	547	40	73	660
Northern Cape	87	0	26	113
Free State	698	16	77	790
North West	173	5	26	204
Gauteng	4888	315	1516	6718
Mpumalanga	1928	141	225	2293
Limpopo	275	19	27	321
Outside South Africa	2241	53	171	2465
Do not know	20	3	1	24
Unspecified	9357	758	3443	13558
Total	**20410**	**1369**	**5612**	**27392**

Source: (Statistics South Africa, Census 2022)

Table: 23 Previous Place of Residence

Previous Place of residence	Newcastle Local Municipality	Emadlangeni Local Municipality	Dannhauser Local Municipality	Amajuba District Municipality
Western Cape	1,0	1,5	0,5	0,9
Eastern Cape	2,7	2,9	1,3	2,4
Northern Cape	0,4	0,0	0,5	0,4
Free State	3,4	1,2	1,4	2,9
North West	0,8	0,4	0,5	0,7
Gauteng	23,9	23,0	27,0	24,5
Mpumalanga	9,4	10,3	4,0	8,4
Limpopo	1,3	1,4	0,5	1,2
Outside South Africa	11,0	3,9	3,0	9,0
Do not know	0,1	0,2	0,0	0,1
Unspecified	45,8	55,4	61,4	49,5
Total	100,0	100,0	100,0	100,0

Source: (Statistics South Africa, Census 2022)

Table 21.1 and Table 21.2: percentage show migration pattern population of three municipalities and ADM IN 2022. Apart from locations where the unspecified show the highest population, Gauteng has

the highest population that migrated from that province to ADM, which is 23.9%, followed by Mpumalanga 9.4% and Free State 3.4%.

Dependency Ratio

The dependency ratio is a measure of the number of dependents aged zero to 14 and over the age of 65, compared with the total population aged 15 to 64. This indicator gives insight into the number of people of nonworking age, compared with the number of those of working age.

Table: 24: Dependency

Age Cohort	Male	Female	Total	Dependency ratio
0-14	94 544	93 714	188 258	65.4%
15-64	152 598	170 714	323 312	
65-85+	6 685	13 072	19 757	

Source: (Statistics South Africa, 2017)

The 2016 SA Census indicate that 19.3% of the population is aged under 15, and 14% are over 65. The remaining 66.7% are aged 15-64. The table above shows the total dependency ratio in Amajuba DM in 2016 was 64.3%. So, in theory, roughly three quarters the population is of working-age and supporting the other portion of the population, who are either children or retired in an economy that has an unemployment rate of 27%. The percentile only considers the population cohort of 14-64.

Poverty Levels

The KZN Provincial Treasury released the KZN Multiple Deprivation Index in 2011. The index is based on income levels, employment levels, health, education, access to services, and crime rates. Each local municipality is allocated a score for each of the indicators, which are then totalled to derive the deprivation index for each locality. Fifty-one local municipalities in KZN were analysed, and then ranked in ascending order - from 1 (highest level of deprivation) to 51 (lowest level of deprivation). The table below lists the rankings for each local municipality within Amajuba District Municipality according to each indicator and provides the final ranking of each locality against the other municipalities within the province.

Table: 25: Deprivation Index ADM Family

	Income	Employment	Health	Education	Living Environment	Crime	Final Ranking
Newcastle	45	50	11	45	45	30	49/51
Emadlangeni	20	19	5	36	36	29	21/51
Dannhauser	3	8	44	21	16	28	11/51

Source – (IHS Markit, 2018)

Dannhauser has the highest levels of deprivation within the district, ranked 11 out of the 51 municipalities in the province. Newcastle has the lowest levels of deprivation and ranks more favourably within the district and provincial context (49/51). The table below indicates the total number of people below the poverty line. The data reveals that 50% of the population with the ADM is below the lower poverty line. The major contributing factors are the high unemployment rates and minimum job opportunities.

Table: 26: Poverty Level

	Amajuba	Newcastle	eMadlangeni	Dannhauser
Year	**People below the food poverty line (StatsSA defined) 2015**			
2014	172 763	116 708	13 946	42 109
2015	172 152	117 417	13 950	40 785
Year	**People below the lower poverty line (StatsSA defined)**			
2014	263 508	179 701	20 904	62 904
2015	262 609	180 610	20 788	61 212

Source: KZN Provincial Treasury (IHS Markit, 2018)

Human Development (HDI and Gini Coefficient)

The Gini coefficient is commonly used as a measure of inequality of income or wealth. The Gini co-efficient ranges from 0 to 1 - where a low Gini coefficient indicates a more equal distribution (with 0 corresponding to complete equality); while higher Gini coefficients indicate more unequal distribution, (with 1 corresponding to complete inequality).

The highest level of inequality between 2014 and 2015 within the Amajuba District is found in the Emadlangeni Local Municipality. In 2015, Dannhauser had the lowest level of inequality at 0.55, indicating a comparatively more equal distribution than the other localities.

Table: 27: Gin-Coefficient Level

Year	Amajuba	Newcastle	Emadlangeni	Dannhauser
2017	0,58	0,60	0,51	0,52
2018	0,62	0,63	0,59	0,55

Source: KZN Provincial Treasury (IHS Markit, 2018)

The Human Development Index (HDI) is a statistical tool used to measure a country's overall achievement in its social and economic dimensions. Calculation of the index combines four major indicators: life expectancy for health, expected years of schooling, mean of years of schooling for education, and Gross National Income per capita for standard of living. HDI is used to keep track of the level of development of a country, as it combines all major social and economic indicators that are responsible for economic development.

In a report of data compiled by the Infrastructure Management and Economic Services from the KZN Provincial Treasury in 2018, the Amajuba District had an HDI of 0.58 in 2016 with no change in 2017. Newcastle local municipality has a steady HDI score of 0.60 in 2016 and 2017. Newcastle is considered more developed in comparison to Emadlangeni (0.53) and Dannhauser (0.52 which is a decline from 2016 HDI of 0,53).

Table: 28: HDI Ranking

	Amajuba	Newcastle	eMadlangeni	Dannhauser
2016	0,58	0,60	0,53	0,53
2017	0,58	0,60	0,53	0,52

Source: KZN Provincial Treasury (IHS Markit, 2018)

Economic Profile

In overall terms, the Amajuba District made a limited contribution to the economy of KwaZulu-Natal in 2019, contributing for about 3.5% of the total provincial GVA, with the structure of the district economy differing from the structure of the provincial economy.

Table: 29: GVA All Sectors

Year	Gross Value Added – All Sectors				
	KZN	Amajuba	Newcastle	Emadlangeni	Dannhauser
2014	R441 348 652	R13 840 018	R11 050 951	R1 093 146	R1 695 922
2015	R444 390 988	R14 045 149	R11 178 021	R1 099 257	R1 767 871
2016	R446 745 306	R14 213 252	R11 349 051	R1 086 750	R1 777 452
2017	R498 493 069	R13 060 997	R10 286 868	R1 112 473	R1 661 657
2018	R780 742 797	R21 675 879	R16 731 501	R1 661 626	R3 282 752
2019	R804 022 565	R22 161 210	R17 176 848	R1 696 406	R3 287 957

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

Agriculture accounts for approximately 4.4% of the provincial GVA and has grown in the province on average by approximately 3.2% over the past 5 years. Agriculture contributes 3% towards the district economy and has declined dramatically.

Table: 30: GVA per Sector

	GVA Per Sector 'R1000'			
Sector	Amajuba DM	Newcastle LM	Emadlangeni LM	Dannhauser LM
Agriculture	R542 004	R297 063	R193 073	R51 868
Mining	R1 603 073	R583 729	R215 699	R803 644
Manufacturing	R2 340 767	R2 050 190	R62 723	R227 855
Electricity	R257 431	R220 907	R13 675	R22 849
Construction	R434 086	R350 305	R32 200	R51 580
Trade	R1 471 070	R1 246 664	R70 026	R154 380
Transport	R1 095 545	R890 346	R76 571	R128 627
Finance	R2 075 713	R1 882 805	R73 182	R119 726
Community services	R2 875 671	R2 335 725	R270 027	R269 919
Households	R13 687 341	R10 689 645	R1 062 073	R1 935 622
Total GDP 2019		**R 10 286 868**	**R 1 112 473**	**R 1 661 657**

Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

21% of the district's GVA stems from the manufacturing sector, while this figure is 16% for the Amajuba district. However, the Amajuba District experienced negative growth (-1.6%), compared to an average annual growth in the province of 0.4%.

Mining is relatively small however it contributes substantially within the district contributing 14% to total GVA, but this is more than the province's contribution of 1.7%.

The general government sector (Community service) contributes approximately 12.8% to the provincial GVA, while this figure is 20% for the district.

The business services sector (finance) accounts for 14% of total GVA in Amajuba, in comparison with 11% in the province. Average annual growth was about 6.6% for the district, compared to 2.7% for KZN.

Employment Profile

The strict definition of the unemployment rate excludes those who are not-economically active, i.e. those who have become discouraged from seeking employment. The expanded definition includes all people who are within the working age population. Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Table: 31: Employments Sector

Employment by Industries for KZN and Amajuba 2018					
Sector	**KZN**	**Amajuba**	**Newcastle**	**Emadlangeni**	**Dannhauser**
Primary	5,3%	3,8%	4,0%	3,4%	3,1%
Agriculture	5,0%	3,7%	3,9%	3,0%	2,7%
Mining	0,4%	0,2%	0,1%	0,4%	0,3%
Secondary	**20,5%**	**20,5%**	**20,9%**	**18,7%**	**18,8%**
Manufacturing	12,4%	13,7%	14,0%	12,4%	12,1%
Electricity	0,3%	0,3%	0,3%	0,2%	0,4%
Construction	7,8%	6,5%	6,6%	6,1%	6,4%
Tertiary	**74,2%**	**75,7%**	**75,1%**	**77,9%**	**78,1%**
Trade	21,0%	24,4%	23,9%	27,6%	26,0%
Transport	6,2%	7,0%	6,9%	7,5%	7,0%
Finance	14,4%	15,3%	15,2%	15,0%	15,8%
Community Services	23,7%	21,6%	21,8%	20,7%	21,1%
Households	8,8%	7,4%	7,3%	7,1%	8,2%

Source: LEDS (Amajuba District Municipality, 2020)

It is noted that up to 27% of those within the working age population in Amajuba are unemployed according to the expanded definition. In Dannhauser, 21.9% of all those willing and able to work, are unemployed. Overall, however, the high unemployment rates reflect a large portion of the working age population that have either been discouraged from seeking employment due to a lack of opportunities, or who are actively seeking employment but cannot find any opportunities.

Table: 32: Number of People Employed in KZN and Amajuba

Total No. of People Employed				**% Share of KZN Employment**			**% Share of Amajuba Employment**		
	1998	**2008**	**2018**	**1998**	**2008**	**2018**	**1998**	**2008**	**2018**
KZN	1840575	2519695	2636523	100	100	100			
Amajuba	80630	108020	113762	4,4	4,3	4,3	100	100	100
Newcastle	61342	84298	91054	3,3	3,3	3,5	76,1	78	80
Emadlangeni	7242	8944	7836	0,4	0,4	0,3	9	8,3	6,9
Dannhauser	12047	14777	14872	0,7	0,6	0,6	14,9	13,7	13,1

Source: LEDS (Amajuba District Municipality, 2020)

Table: 33: Unemployment (Official Definition)

Year	Amajuba	Newcastle	eMadlangeni	Dannhauser

2016	33,7%	32,0%	31,7%	43,0%
2017	30,9%	29,3%	30,2%	40,8%
2018	27,7%	32,0%	32,7%	43,8%

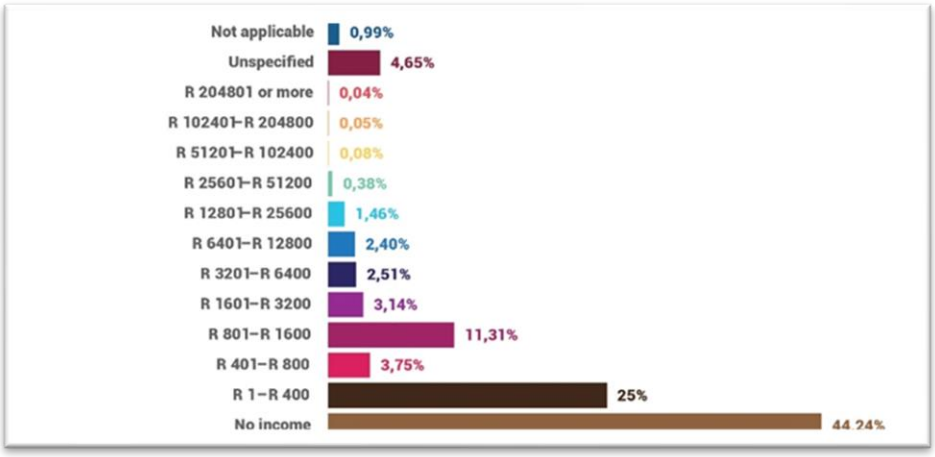
Source: KZN Provincial Treasury (HIS Markit: Regional Explorer)

The assessment above on unemployment are based on the official definition, Dannhauser has the highest unemployment rate within the district. It is also evident that over the years unemployment rates are increasing throughout the district.

Individual Monthly Income

Referring to the Statistics South Africa 2011, It is interesting to note that 44.24% of the population of ADM who are of working age, do not earn an income at all. This is a significant figure to note.

Figure 15: Individual Monthly Income 2011



Source: (Statistics South Africa, 2017)

Figure 15, this could be notable that the large population is receiving social grants whilst 25% of ADM receives a monthly income between R1-R400 per month. It could also be noted that the huge population receives monthly income between R500 to R1000 this could also be attributed to government social grant.

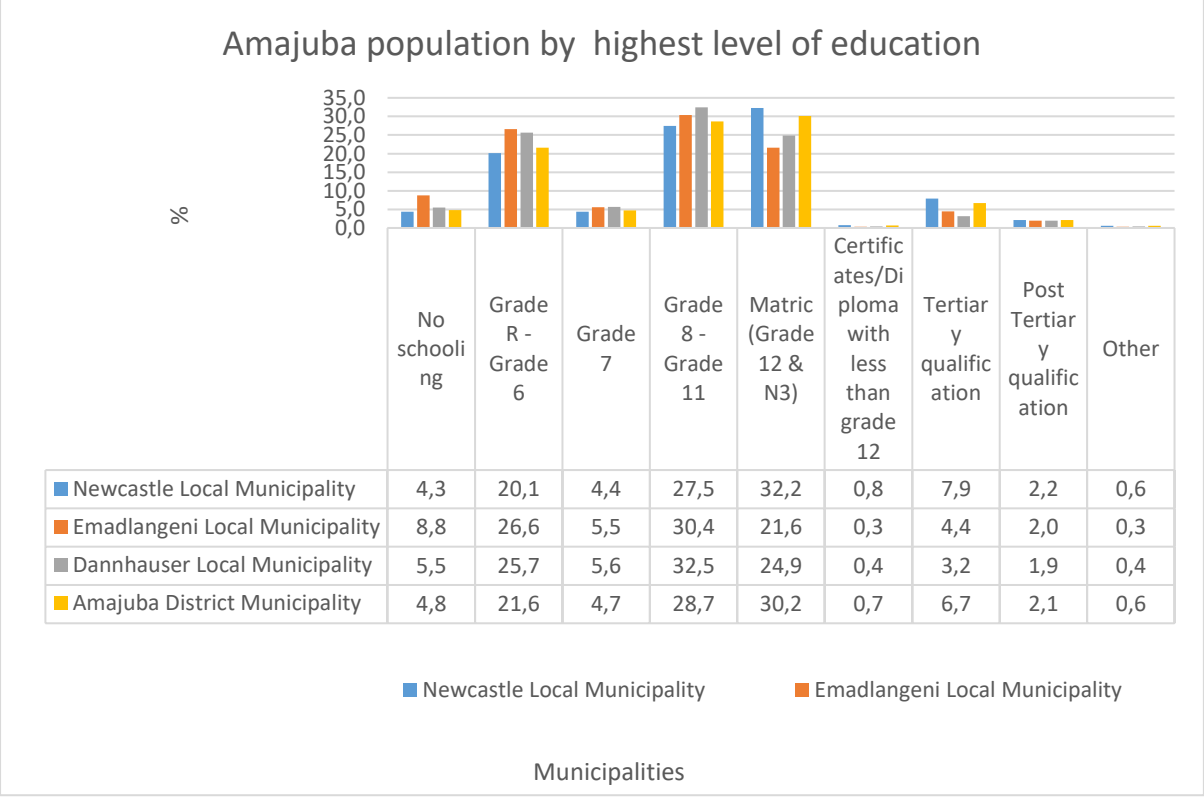
Education Levels

Statistics South Africa (2011) illustrates that 27.96% of the population has some secondary schooling, 20.69% has a Grade 12 with certificate and 1.49% is in possession of a higher Diploma. It therefore becomes important to interrogate why a significant proportion of the population has no individual monthly income.

Table 32: Highest Level of Education

Highest level of education	Newcastle Local Municipality	Emadlangeni Local Municipality	Dannhauser Local Municipality	Amajuba District Municipality
No schooling	19129	2795	6689	28613
Grade R - Grade 6	88609	8438	31440	128486
Grade 7	19289	1763	6916	27968
Grade 8 - Grade 11	121115	9666	39767	170547
Matric (Grade 12 & N3)	142111	6872	30490	179473
Certificates/Diploma with less than grade 12	3485	109	458	4052
Tertiary qualification	34814	1410	3859	40084
Post Tertiary qualification	9477	623	2369	12469
Other	2752	101	468	3321
Total	**440781**	**31777**	**122456**	**595013**

Figure 6: Education Level



Source: (Statistics South Africa, Census 2022)

The above and figure 6 above shows the population of ADM by highest level of education. The majority of ADM have attained grade 8-11 which Emadlangeni and Dannhauser LMs. Newcastle LM have the highest population that attained grade 12, which is 32%. Newcastle LM have a high population who attained tertiary qualifications followed by Emadlangeni LM in 2022.

The above-mentioned demographics assists with understanding the types of population that exists within the district in order to adequately plan for this population. The demographics above illustrate a population pyramid that constitutes of a predominately young population, which remains chronically unemployed. Furthermore, the demographics illustrate a relatively learned population, however almost half of this population is unable to make any income. This is one of the contributing factors to a declining population which results in an outward migration. The SDF will therefore have to analyse the aforesaid, as well as other factors which may contribute to curbing outward migration, alleviating poverty, ensuring job creation, and promoting sustainable development.

Table 33: Attendance in ECD Centers

Attendance in ECD Centers	Newcastle Local Municipality	Emadlangeni Local Municipality	Dannhauser Local Municipality	Total
None	17338	1715	7370	26424
Creche/educare centre	14403	657	4495	19555
Pre-school/nursery school/Grade 00/Grade 000/Grade R	4156	253	1066	5475
Day mother/Gogo/Child minder	7084	862	1336	9282
Home/community play group	4113	239	842	5194
Other (Specify)	292	18	94	404
Total	**47386**	**3744**	**15203**	**66334**

Source: (Statistics South Africa, Census 2022)

Tn the above table 33 shows the ECD attendance by ADM children of age 0-5years in 2022. It can be seen from the table that the majority of the population of age 5 have not attended ECD centres and it can seen in all LMs. The 19555 children aged 0-5 years attended creches in 2022 whilst 9282 children were under the care of mothers and grandmothers in 2022.

Social Facilities

Social facilities are a vital aspect of human settlements as they serve as sources for social and public services, including health, education, recreation, cultural and socializing spaces among other services.

Access to and availability of social facilities is an important factor which attracts and keeps people in an area. Therefore, the section below indicates the number of social facilities within the municipality jurisdiction.

The following strategies for social infrastructure are based on the criteria as stipulated in terms of the CSIR Human Settlement Guidelines:

Table: 34:CSIR Human Settlements Guidelines

Planning Thresholds	Walking Distance	Minimum Requirements
Crèche	2 km Radius	2 400 – 3 000 people
Primary School	5 km Radius	1 000 – 7 000 people
Secondary/ High School	5 km Radius	2 500 – 12 500 people
Library	8-10 km Radius	20 000 – 70 000 people

Clinic	5 km Radius	24 000 – 70 000 people
Hospital	30 km Radius	300 000 – 900 000 people
Police Station	8 km Radius	60 000 – 100 000 people
Post Office	5-10 km Radius	10 000 – 20 000 people
Pension Pay Points	5 km Radius	Variable
Community Halls	10 km Radius	10 000 – 60 000 people
Shops	10 km Radius	1 x 5000 people
Cemetery	15 km Radius	8.8Ha / 50 000 people

Source:(Statistics South Africa, 2012)

The section below aims to highlight the number of social facilities which are currently accessible to the people of the Municipality, as well as determine if these social facilities are sufficient to cater to the population as per the CSIR thresholds above.

Educational Facilities

Educational facilities are categorised differently based on grades. For this section, education facilities will be differentiated according to grades / ages; Creche, Primary School, and Secondary School. In terms of the CSIR Standards on Human Settlement and Design, the following planning thresholds are applicable:

Table: 35: Planning Threshold for Eduv

Facility	Use capacity and threshold
Creche	A maximum of 1.5km walking distance is applied here
Primary School	To serve an estimated minimum population of between 3 000 and 4 000
Secondary School	To serve an estimated minimum population of between 6 000 and 10 000

Source: (Amajuba District Municipality, 2023)

The table 35 above summarises the educational facilities in Amajuba DM. The facilities are spread out through the district.

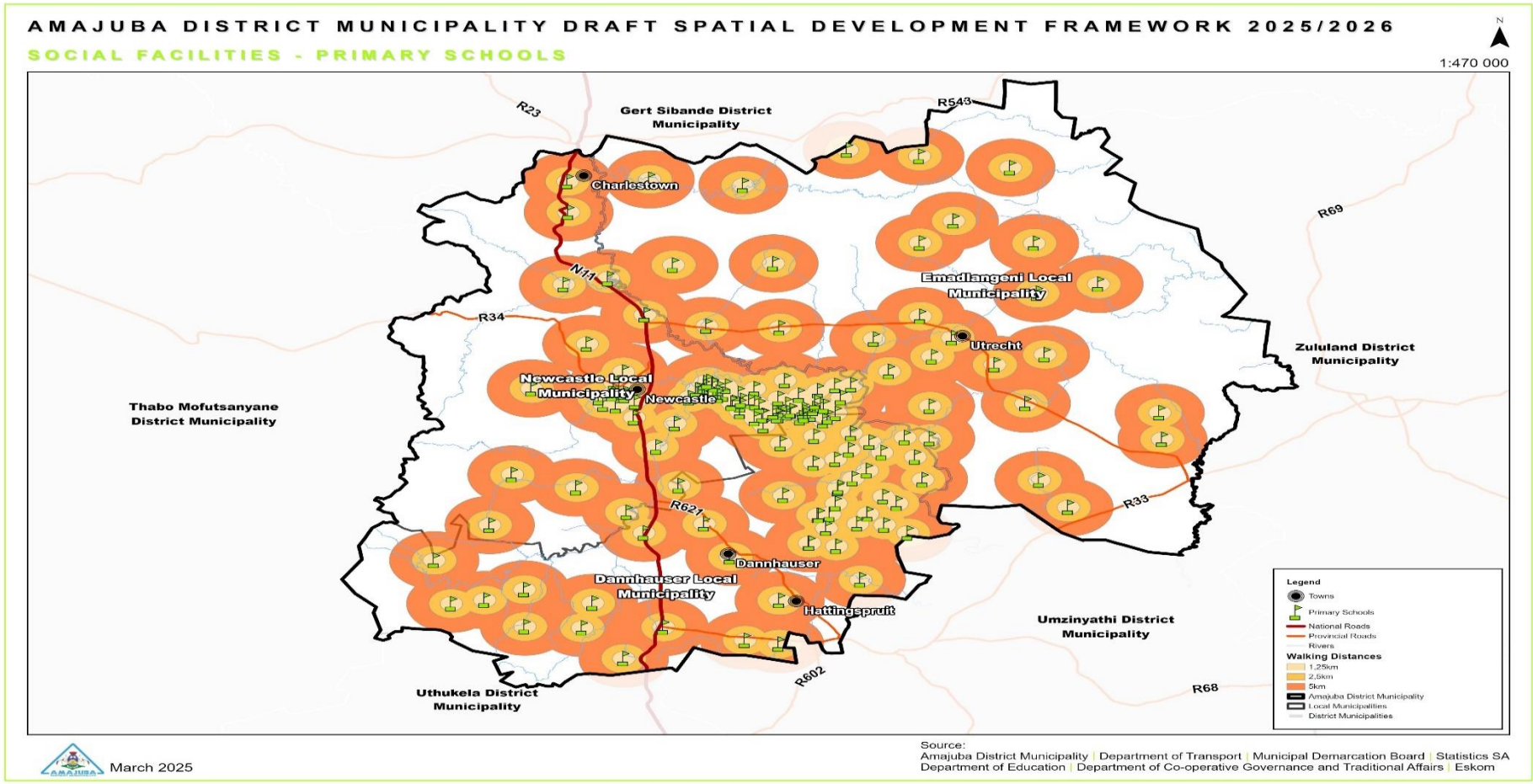
Table: 36: Educational Facilities in Amajuba

Educational Facility	Newcastle	Emadlangeni	Dannhauser	Amajuba
ECD	2	0	0	2

Primary School	94	48	38	180
Secondary School	37	16	4	57
Combined School	4	4	6	14
LSEN (Special Needs)	5	0	1	6
Independent	8	0	0	8
Total	150	68	49	267

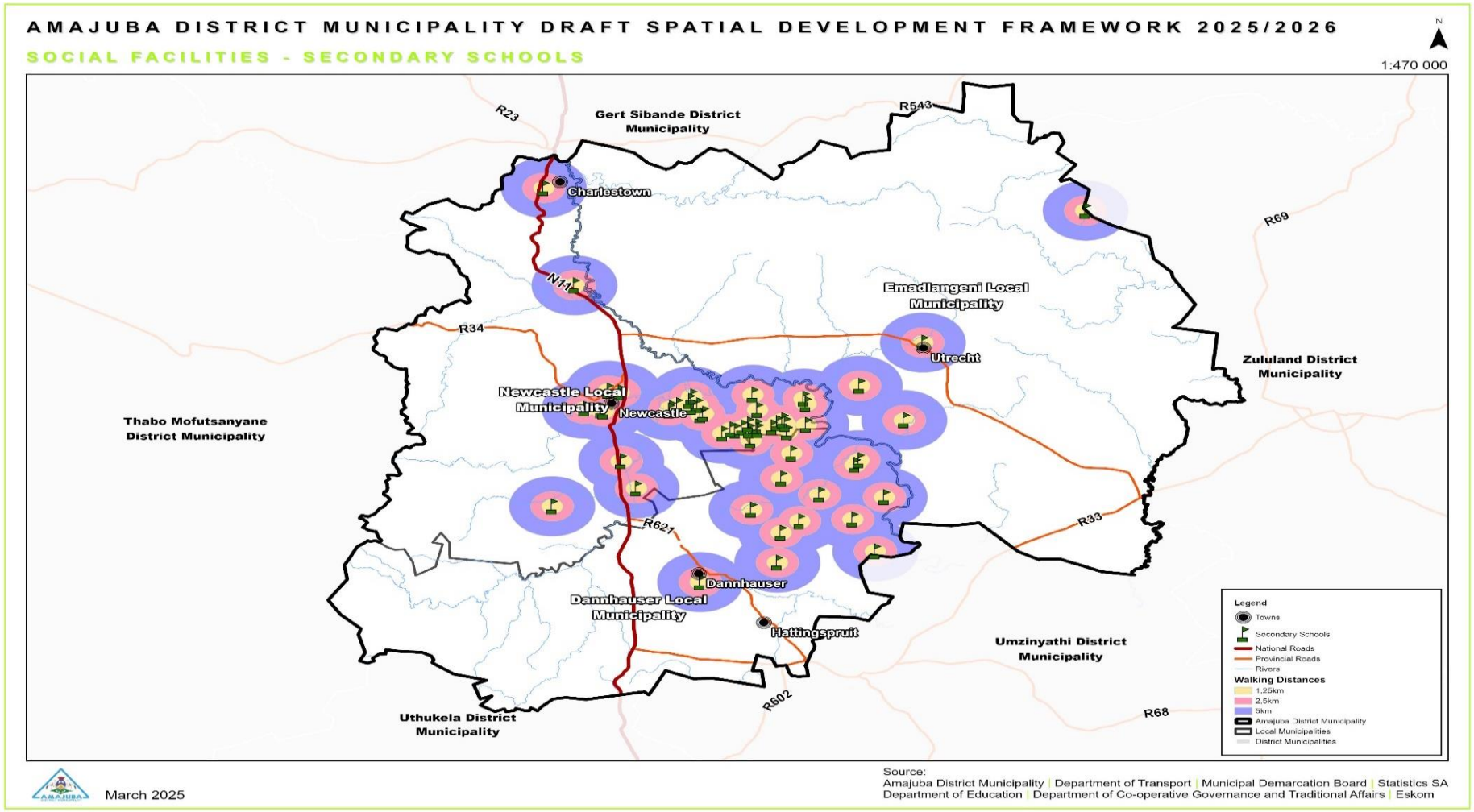
Source: (Amajuba District Municipality, 2021)

Below are maps showing the primary school and secondary school facilities



Map: 11 Social Facilities Primary School

Source: (Amajuba District Municipality, 2023)



Map: 12 Social Facilities Secondary School

Source: (Amajuba District Municipality, 2023)

Table: 37: Attendance at an Educational Institution (5-24) for Amajuba DM inclusive of LMs

Source: Census 2022, Stats SA website: https://census.statssa.gov.za/#/province/5/

	Amajuba DM		Newcastle LM		Dannhauser		Emadlangeni LM	
Attendance Status	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Yes	191695	76.3	138539	76.4	43383	77	9772	73
No	59440	23.7	42910	23.6	12925	23	3605	26.9

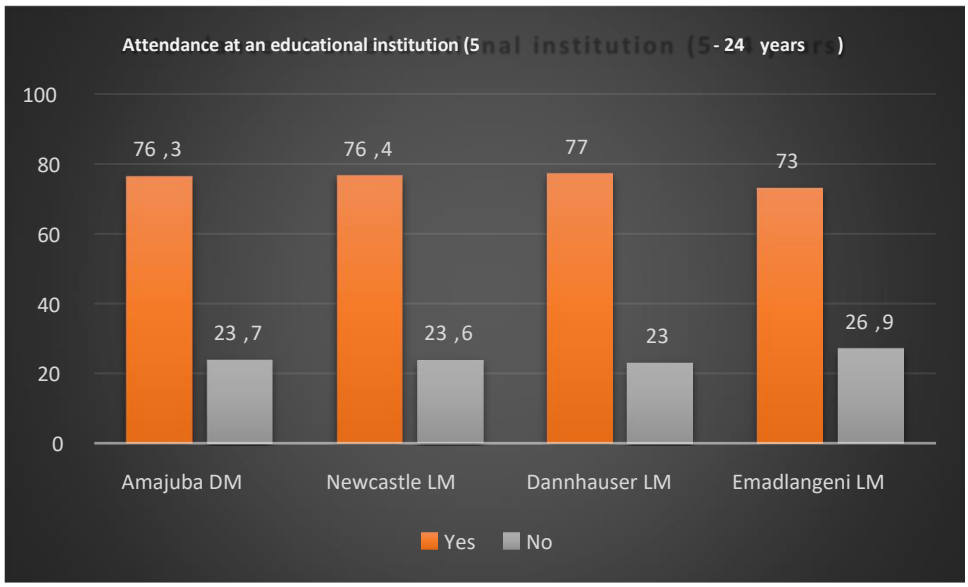
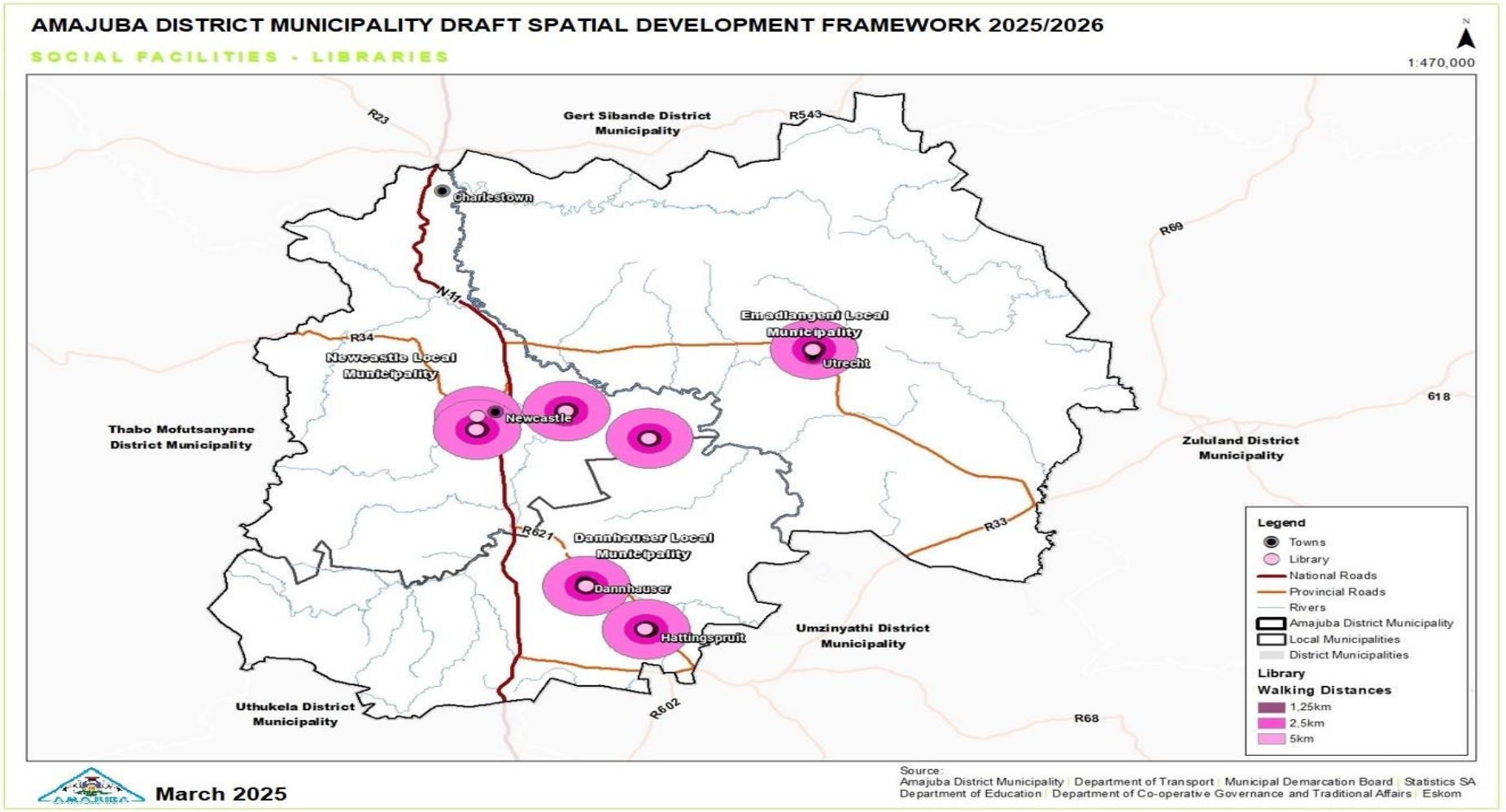


Figure 4: Attendance at an educational institution (5-24 years) for Amajuba DM inclusive of LMs by Percentage of People

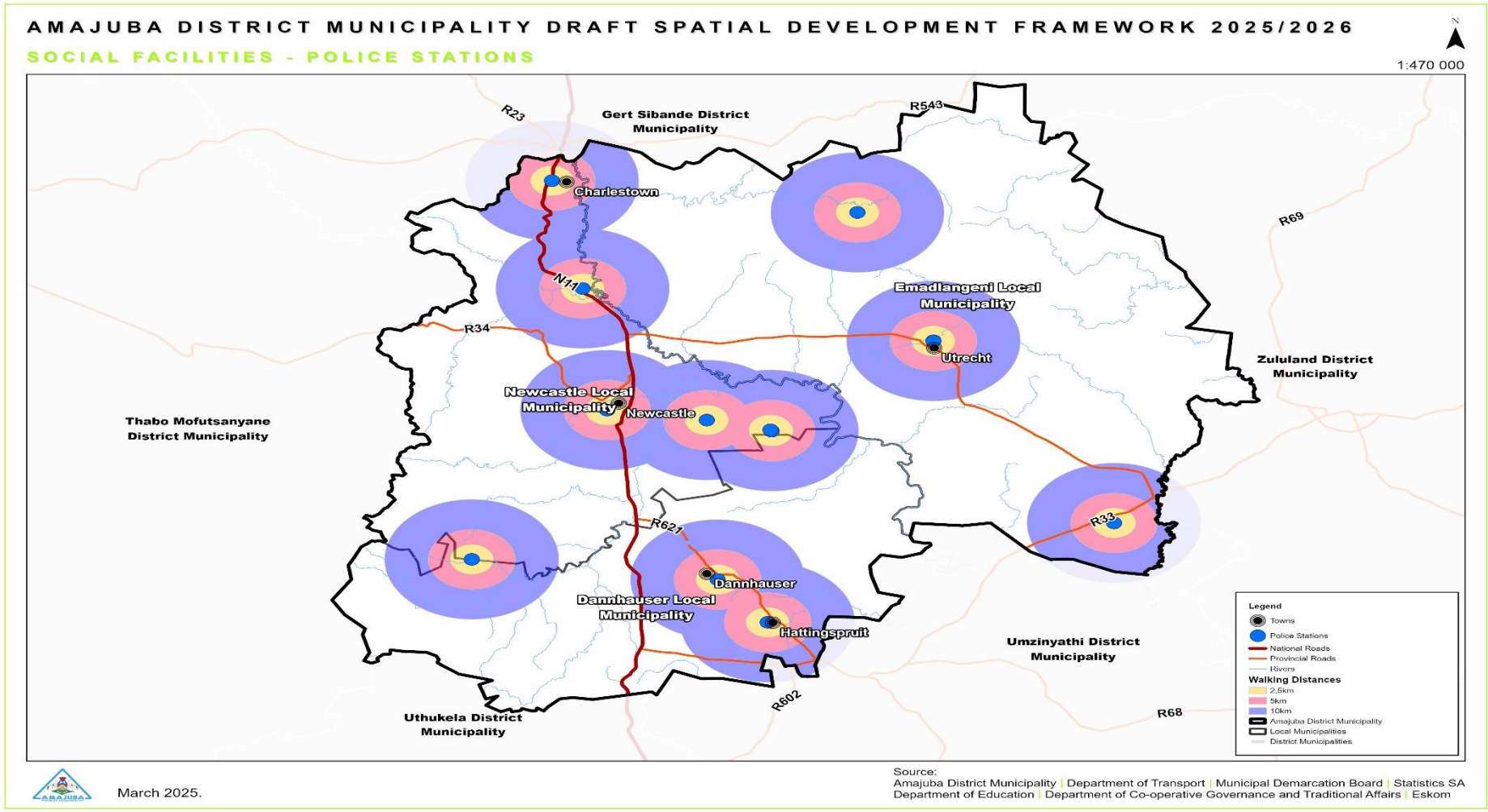
Libraries

In terms of the Human Settlement Planning and Design (CSIR Guidelines), an 8km to 10km radius is deemed to be the recommended walking distance to a Library. The CSIR Guidelines also indicate that a Library is to serve a population of approximately 20 000 to 70 000 people.



Map: 13 Social Facilities Libraries

Source: (Amajuba District Municipality, 2025)



Map: 14 Social Facilities Police Stations

Source: (Amajuba District Municipality, 2025)

Police Stations

In terms of the Human Settlement Planning and Design (CSIR Guidelines), an 8km radius is deemed to be the recommended travelling distance to a Police Station. The CSIR Guidelines also indicate that a Police Station is to serve a population of approximately 60 000 to 100 000 people. The number of Police Stations for the area is considered sufficient as they are within the recommended traveling distance. The district municipality has 12 permanent police stations.

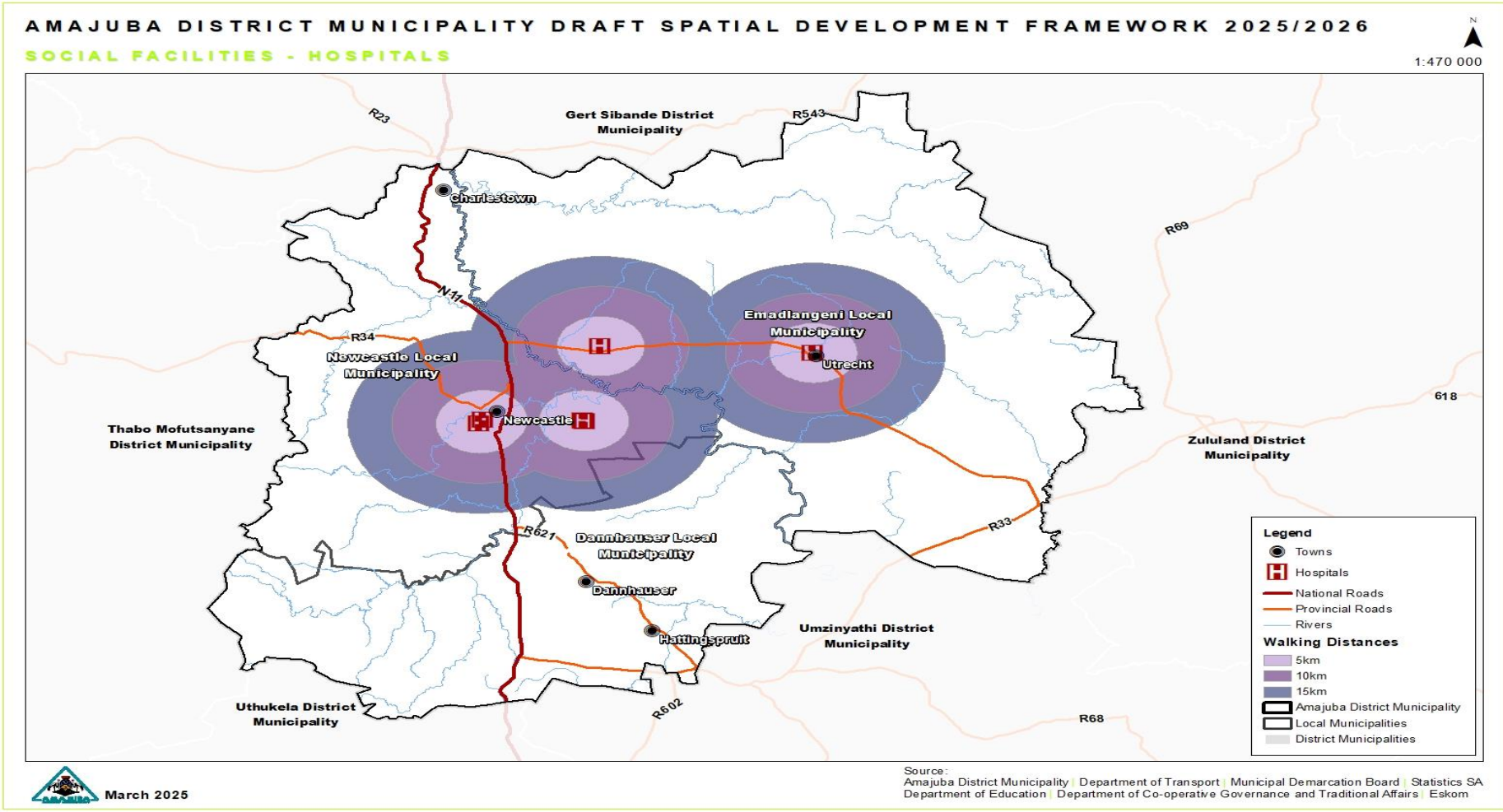
Health Facilities

The analysis of the social determinants of health is a critical exercise in district health planning, in that it provides an indication of the burden of non-health factors on the provision of health services. Key factors that are considered consist of, but not limited, to the following:

- Unemployment rate;
- Percentage of population living below the poverty line per month;
- Number of households with access to portable water;
- Number of households in informal dwellings;
- Number of households in traditional structures;
- Number of households with access to electricity; and
- Adult literacy rate.

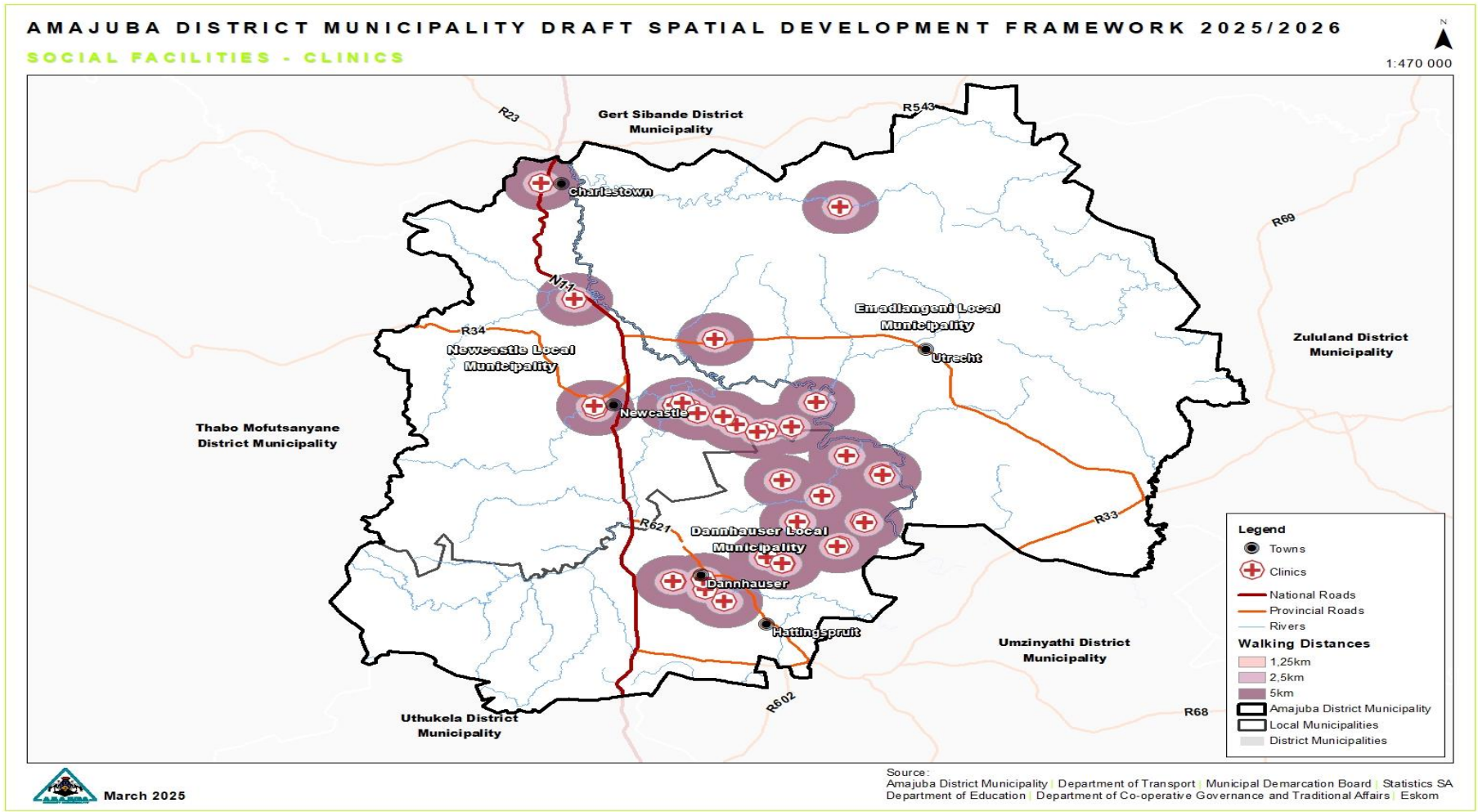
The social determinants of health listed above seem not to be major contributors to the overall district disease profile. Numerous factors converge to contribute to the poor health outcomes in the ADM. Amongst others are the phenomena of migrant labourers; poor health lifestyle and behaviour patterns (i.e., substance abuse, lack of physical fitness and dietary patterns); and environmental conditions.

There are 3 hospitals and 25 clinics that exist within Amajuba District.



Map: 15 Social Facilities Hospitals

Source: (Amajuba District Municipality, 2025)



Map: 16 Social Facilities Clinics

Source: (Amajuba District Municipality, 2025)

1.2 DEMOGRAPHIC KEY FINDINGS

- The ADM experienced growth rate of 3.1% with the increase in population growth rate for Newcastle Local Municipality siting at 3.3 %, while the Population growth rate for Dannhauser Local Municipality was at 3.2% between 2011 and 2022. Emadlangeni Local municipality registered to slowest annual population growth rate of 0.7% between 2011 and 2022.
- It can also noted that the majority of population in Amajuba District were residing in Newcastle Local Municipality with almost 74,% of the total population of Amajuba District residing in that Municipality followed by Dannhauser Local Municipality with 21% share of the total population of Amajuba District. Emadlangeni Local Municipality constituted almost 5% of the total population of Amajuba District.
- It can also be noted that there was a slight increase in the number of male to females for the entire Amajuba District when you compare Census of 2011 to that of 2022. In 2011, there were 91 males per 100 females in Amajuba District while in 2022 the number of males increased to 93 per 100 females. Emadlangeni Local Municipality had the larger number of males compared to females (i.e. 103 males per 100 females)
- The unemployment rate for Amajuba District Municipality was sitting at 32,8% as per the official definition of Unemployment. The District working-age population who are discouraged work seekers was sitting at 16.1% in 2011. The local Municipality with the highest unemployment rate was Dannhauser registering 37,2% of unemployment rate in 2011.
- On the multi deprivation index for KZN the most deprived municipality is Dannhauser LM ranking 11/51, followed by Emadlangeni at 21 and Newcastle at 49 while the Human Development Index for Amajuba stands at 0.62 for 2015, which is an improvement from 0.58 for 201 indicating a comparatively equal distribution of income.
- The total number of households within the ADM is 150 239 with an average household size of 4.6 people per dwelling.
- 93.5% of the total households in the ADM of the 150 239 households are formal dwellings, 1.7% are informal and traditional dwellings.
- Most of the households in Amajuba District were owned and fully paid off, i.e. 66492 households in Amajuba District fully owned and paid off, with the largest number of owned and fully paid off households registered in Newcastle Municipality (53 283).
- Newcastle Local Municipality registered the highest number of people who came to reside in that Municipality in 2022, which is estimated at around 20 410. Gauteng had the largest population (4 888) who came and reside in Newcastle Local Municipality in 2022
- A major contributor of mortality within the ADM is lower respiratory tract infections
- There is an increase in education consolidating all categories from 205008 in 2011 to 2019 084 in 2016
- 43% of the ADM's GVA stems from the mining and manufacturing sector, while this figure is 16% for the Amajuba district.

C 2. CROSS-CUTTING: SPATIAL, ENVIRONMENTAL & DISASTER MANAGEMENT

DGDP STRATEGIC GOAL 7: SPATIAL EQUITY

One of the fundamental components of the national vision statement contained within the National Development Plan: Vision for 2035 highlights the importance of spatial planning and equity linked to development. It is therefore acknowledged that growth, development, and overall human well-being is inextricably linked to sustainable use of the land and its life-giving resources. Our actions, guided by spatial planning, both enrich and complicate the contribution we make towards the sustainable use of land.

Spatial equity and planning underpin economic, environmental, and social development in order to:

- Achieve sustainability,
- Adapt to climate change,
- Ensure place-making,
- Ensure social safety and security,
- Ensure environmental protection and enhancement,
- Achieve economic development,
- Address service delivery –infrastructure, transport, energy, utilities and flood management.

Table: 38: Spatial Equity

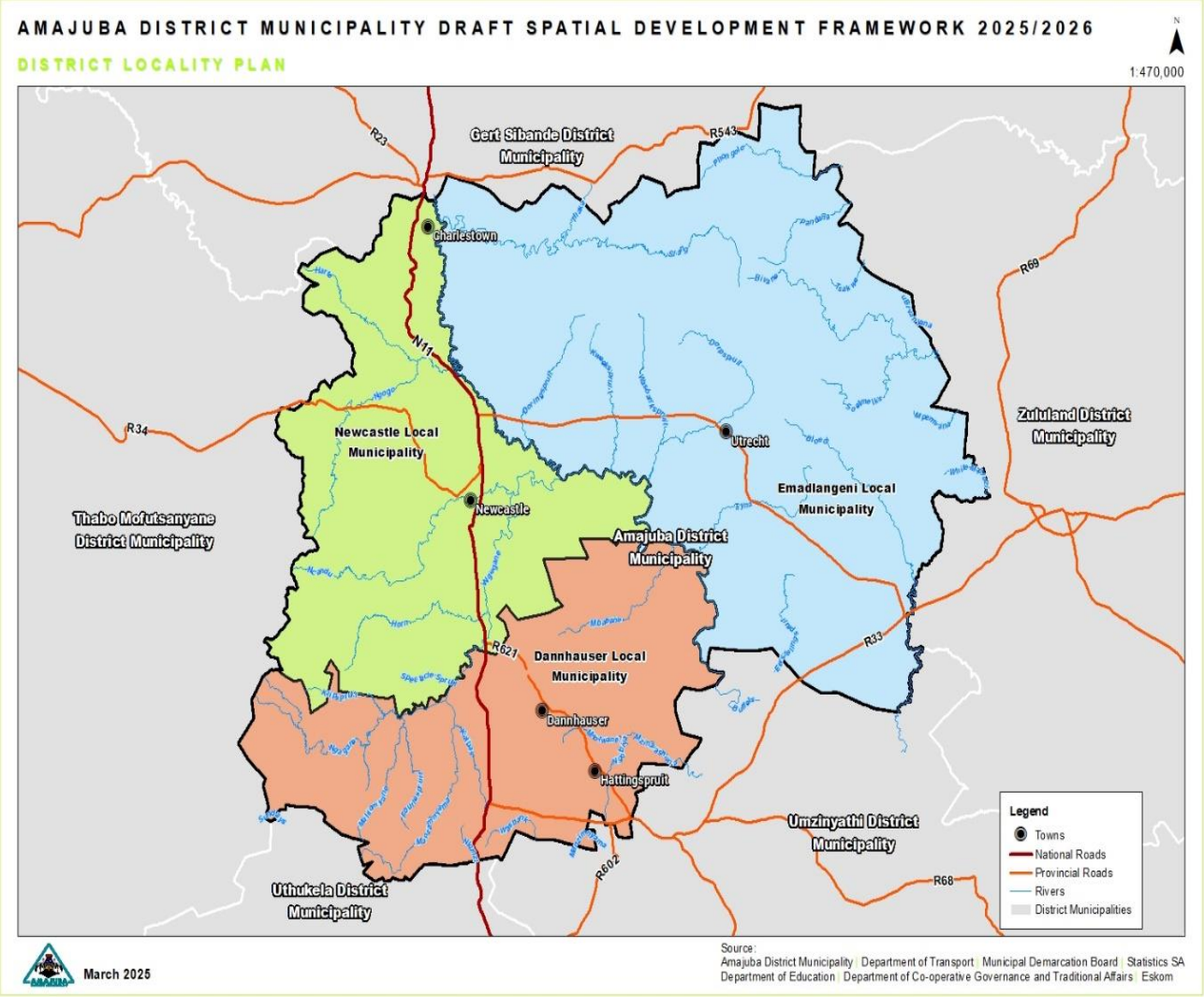
STRATEGIC GOAL 7: SPATIAL EQUITY **Increased spatial access to goods and services in Amajuba** **Apex Indicator:** **Apex indicator 1: Improved population physical access to goods and services in Amajuba as measured by the Spatial Equity / Accessibility Index**		
Strategic Objectives	**Actively promote spatial concentration and co-ordination of development interventions** ***Concentrate public and private investment in locations that have been selected based on their developmental potential***	**Effective spatial planning and land management systems are applied across the province** ***Effective spatial planning and land management systems are applied across the Amajuba District***
Primary Indicators	Increase in the population density resident in areas falling within designated development areas in Amajuba.	% of total provincial geographical area with Land Use Management Schemes.
Interventions	Development of specific Corridor Plans to co-ordinate interventions along provincial corridors.	Implementation of a hierarchy of plans
Secondary Indicators	Provincial Nett Settlement Density Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations.	% of municipal wards with a ward development plan (business plans) in Amajuba.

2.1 SPATIAL ANALYSIS

The boundaries of Amajuba District Municipality were delineated in terms of the Municipal Demarcation Act no 27 of 1998. The spatial economy of KwaZulu-Natal Province is characterized by extreme levels of uneven development and spatially defined dualisms between the three-urban commercial industrial manufacturing centres of Durban, Pietermaritzburg, Richards Bay on the one hand, and the poverty stricken and underdeveloped rural hinterland of the former KwaZulu Bantustans (now tribal areas) on the other. As such, the provincial spatial structure is highly inefficient.

In response to this, the provincial government introduced the Provincial Spatial Economic Development Perspective (PSEDP) and the newly adopted KwaZulu-Natal Provincial Growth and Development Strategy to guide spatial transformation, growth and development in the short to medium term.

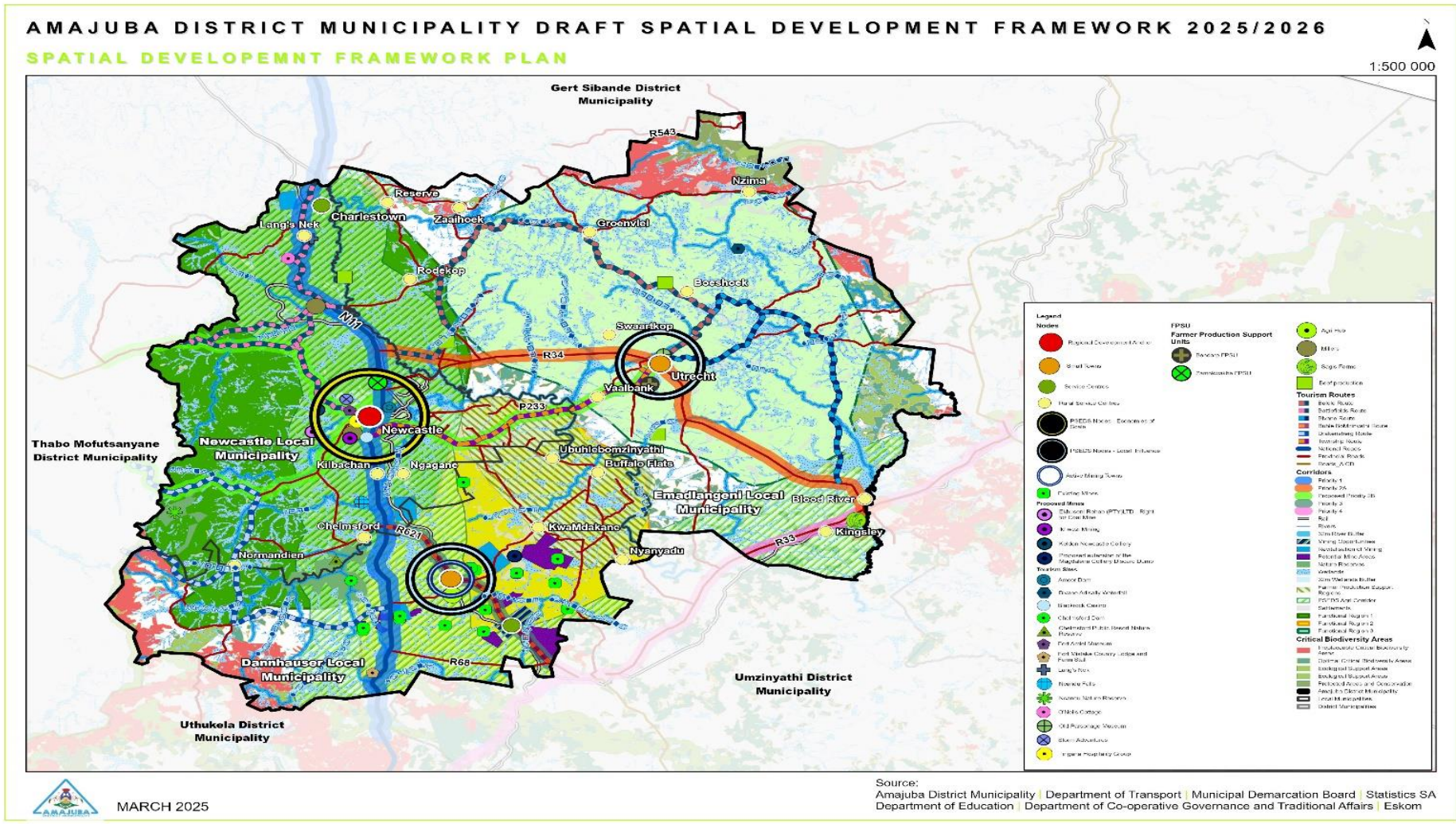
2.2 REGIONAL CONTEXT



Map: 17 District Locality Plan

Source: (Amajuba District Municipality, 2025)

Amajuba is administratively located within KwaZulu-Natal; however, it is geographically positioned within space economy of four provinces which are Free-State, Mpumalanga, KwaZulu-Natal and Gauteng. This is due to its proximity in relation to the economic trading hubs of these provinces. The distance from the Amajuba to the major economic hubs within these provinces indicates that it is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal). It is one of the smallest districts in the province, making up only 8% of its geographical area. The ADM comprising of 3 local municipalities, being:
Newcastle Local Municipality (KZN252)
Emadlangeni Local Municipality (KZN523)
Dannhauser Local Municipality (KZN254)



Map: 18 Spatial Development Framework

Source: (Amajuba District Municipality, 2025)

The position and role of the Amajuba in the regional space economy is tightly interlinked with these four provinces since the area have strong functional linkages. The challenge is to ensure that the area benefit from trading and undertaking commerce activities with these economic hubs as opposed to being a peripheral to the economy of these regions.

The main transportation routes linking the district to its surroundings includes the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richard Bay to the interior. The P483 provincial road forms the major access road from Newcastle to Madadeni, Osizweni and Utrecht all located to the east of Newcastle.

2.3 EXISTING NODES AND CORRIDORS

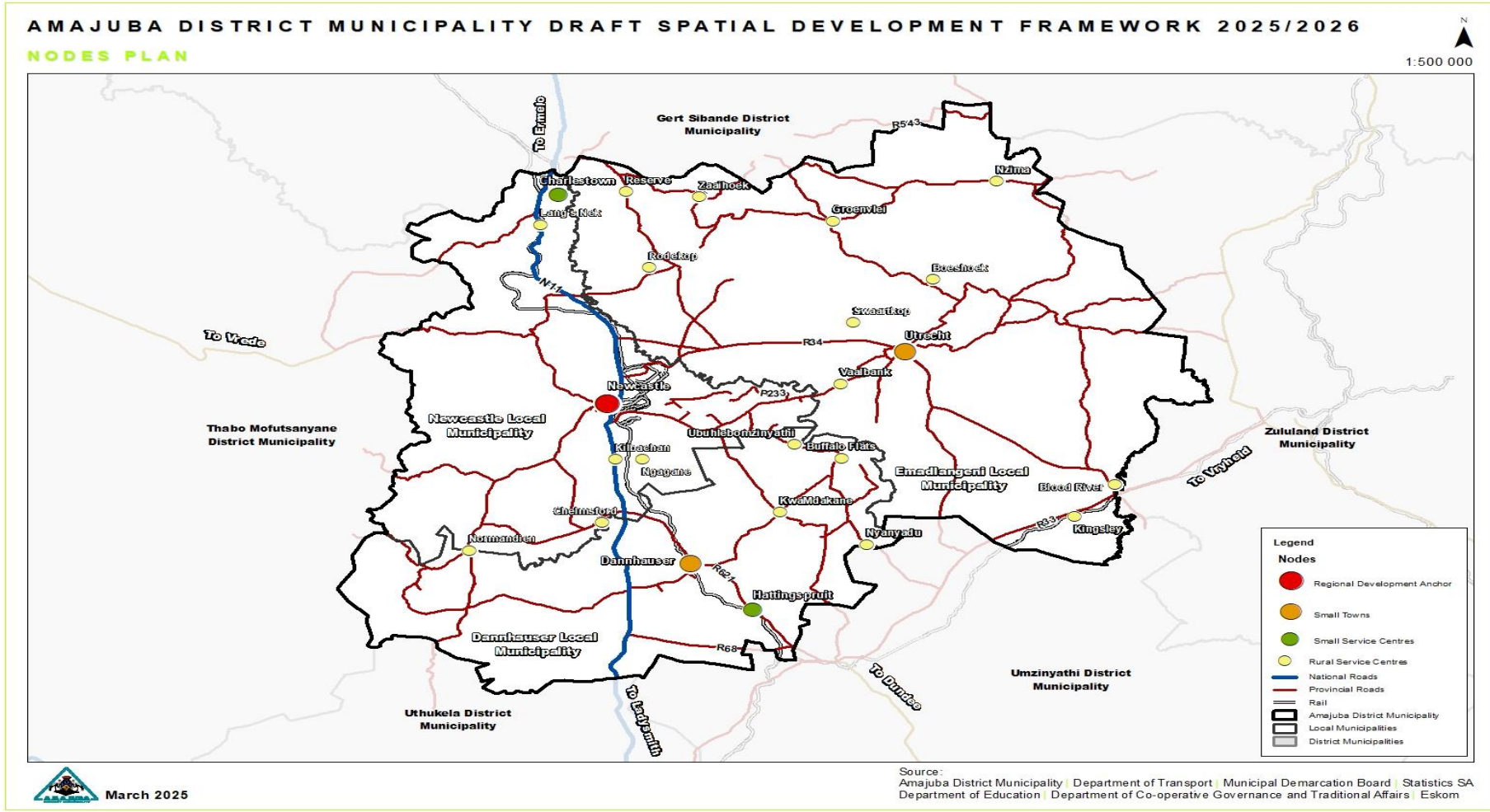
NODES

Newcastle is classified as a Secondary Node which is an urban centre with good existing economic development and growth potential, and which services the regional economy. N11 corridor is identified as an existing corridor. PSEDS also identify a secondary corridor (SC12) which runs between three centres, namely Greytown-Msinga-Madadeni.

The areas of Groenvlei, Kingsley, Normandien, KwaMdakane, Hattingspruit serve as Rural Service centres as they contain most of the vital social facilities for the surrounding rural communities within the areas of Utrecht and Dannhauser they serve as the focal point for Settlement/Community growth of these rural communities that they service.

Table: 39: Nodal Classification

Nodal Classification				
Settlement	**NSDF**	**PSDF**	**2025/26 SDF**	**2023/27 SDF**
Newcastle / Madadeni / Osizweni	National Urban Node	Regional Development Anchor	Regional Economic Centre	Regional Development Anchor
Dannhauser	Rural Service Centre	Small Town	Mining Hub	Small Town
Utrecht	-	Small Town	Agriculture Hub	Small Town
Charlestown	-	Small Service Centre	Rural Service Centre	Service Centre
Hattingspruit	-	-	Rural Service Centre	Service Centre
Kingsley	-	-	Rural Service Centre	Rural Service Centre
Groenvlei	-	-	-	Rural Service Centre
Normandien	-	-	-	Rural Service Centre
KwaMdakane	-	-	-	Rural Service Centre



Map: 19 ADM Nodes Plan

Source: SDF (Amajuba District Municipality, 2025)

This corridor has potentials for production of labour-intensive, mass-produced goods which are more dependent on labour costs, and affordable transport linkages (i.e., agriculture and mining), retail and private sector services which are large employers of skilled and semi-skilled workers in advanced economies, tourism which is dependent on tourism attractions and public service and administration.

During the review of the PSEDS, the following criteria were used to confirm nodes:

- **Economies of scale factors –** e.g., population density / contribution to GDP / diverse services to international, national and provincial clients n
- **Strategic factors –** Medium population density with high growth / high economic growth (high potential for future economic growth), diverse services to provincial and regional economies.
- **Local influence factors** – e.g., Centres have significance as district and municipal centres providing services to the district and local municipality
- **Poverty alleviation factors –** e.g., large populations with high levels of poverty, low employment levels and spatial isolation.

In terms of corridors and nodes, the PSEDS identifies the following:

- The PSEDS focuses fixed infrastructure investments in areas of economic development potential (whether realised or dormant) and prioritises areas of greatest need based on poverty densities.
- The PSEDS focuses its attention on activity/development corridors. These development corridors are not intended to be the basis for a transport logistics network. It is however essential that the development corridors are adequately served by appropriate transport and logistics infrastructure.
- From the classification of economic potential and the classification of poverty a matrix of development corridors and nodes has been identified which will serve to serve two functions. These functions include:
- Facilitating the increased growth of existing centres and corridors of economic development in the province; and
- To ensure that the potential for economic development within areas of high poverty

Primary corridors are aimed at functioning as key mobility routes that promote trade, commerce, and key linkages between other municipalities. The district municipality has the following primary corridors N11: Ermelo – Newcastle – Ladysmith. It is also known as the Priority 1 Corridor (PSDF, 2021). Secondary corridors support the functions of the primary corridors while extending connectivity to local areas. The secondary corridors identified within the district municipality are the R34 from Newcastle that goes to join R33 going to Vryheid P233 from Vrede going to Utrecht. These corridors are also called Priority 2A and 2B respectively.

Tertiary corridors are aimed at promoting mobility and access within local settlements. These include the R621 from the N11 going to Hattingspruit. The corridor is also called the Priority 3 Corridor. The R33 which traverses the District through Kingsley is termed the Priority 4 Corridor within the Context of Amajuba DM. It is, however, a strategic linkage route within a regional context, linking Dundee through to Vryheid.

The Clothing and textile industry is one of the major growing industries within the district and has been earmarked for future expansion by the provincial government through the N11 development corridor as one of the industries to boost the corridor and improve alignment and linkages between Ladysmith (uThukela District Municipality) and Newcastle (Amajuba District Municipality).

Strategic VENE (Vryheid, Emadlangeni, Newcastle & Ermelo) Corridor

the N11 to R34 linkage to the Zululand district is also of vital importance and have been earmarked for development by the provincial COGTA through the VENE Corridor development Plan as it connects the Town of Utrecht to Mpumalanga and Gauteng in the East and the Richards Bay ports hub through the Western.

Table: 40: Corridor Classification

Corridor Classification				
Settlement	**NSDF**	**PSDF**	**2025/26 SDF**	**SDF 2023/27**
N11	Key Regional Road	Priority 1	Primary Corridor	Priority 1
R34	-	Priority 2	Tertiary Corridor / Mixed Activity	Priority 2 A
R33	-	Priority 3	High Growth Region	Priority 4
P233	-	-	Secondary Corridor	Priority 2 B
R621	-	-	Tertiary Corridor / Mixed Activity	Priority 3

2.4 SPATIAL LANDFORMS

The district is predominantly rural and dominated by extensive commercial farmlands. Newcastle is the main urban centre and economic hub. Towns such as Dannhauser and Utrecht serve as secondary service centres with limited thresholds. The N11 which runs in a north-south direction linking the KwaZulu-Natal with Mpumalanga province serves as the primary corridor and main access route to the district while P37, P483 and P211 are identified as secondary corridors. In addition, they identify the following key areas for intervention:

- Improved access and service delivery to urban and rural areas;
- Facilitating efficient agricultural development;
- Developing the tourism potential and managing the environmental resources; and
- Developing a hierarchy of service nodes.

2.5 AND TENURE UPGRADING AND TRADITIONAL AUTHORITIES

The need for land tenure upgrading has been identified within Newcastle Municipality. This is said to affect four types of communities such as people who hold Deeds of Grant to land, people who require

their title deeds to be adjusted, tenants in the JBC area and Farm dwellers. This affects the following areas:

- ✓ Madadeni and Osizweni Townships – The title upgrading process undertaken as part of the Extended Discount Benefit Scheme and involving areas where people held their properties through Deeds of Grants (e.g., Madadeni and Osizweni Townships) has virtually been completed.
- ✓ JBC and Charlestown – Similarly, substantial progress has been made with the title adjustment process involving landowners in the JBC and Charlestown areas. The completion of this exercise is critical to unlocking privately owned land in these areas for the development of sustainable human settlements. In fact, a comprehensive scheme which involved the provincial Department of Human Settlements, and the national Department of Rural Development and Land Reform should be initiated as part of the urban Renewal Programme to deal with the land issues in the JBC and Charlestown areas. This includes people who occupy the area as tenants whose land tenure remains insecure.
- ✓ Ubuhlebomzinyathi – Communities occupying the area that falls under the jurisdiction of Ubuhlebomzinyathi Community Authority should also be considered for land tenure upgrading. These include Khathide, Dicks, Mndozo, etc. At present, these communities enjoy beneficial occupation rights protected in terms of the Interim protection of Informal Land Rights (IPILRA). These areas require careful management as they are fast deteriorating into urban slums. Densities are increasing and accounts for some of the huge urban service backlogs in the NLM.
- ✓ AmaHlubi Settlement – The land occupied by AmaHlubi Community in the vicinity of Drycut Cemetery should be investigated as it may fall outside the proclaimed area of Ubuhlebomzinyathi Community Authority. The land has been subject of a court case between Ingonyama Trust and AmaHlubi Traditional Council. Other areas that require attention in terms of tenure security are the settlements located to the north of Osizweni Township and JBC area.

2.6 CROSS-BOUNDARY ALIGNMENT

In terms of section 24 (1) of the Municipal Systems Act No 32 of 2000, planning undertaken by a municipality must be aligned with, and compliment, the development plans and strategies of other affected municipalities and other organs of state to give effect to the principles of co-operative government contained in section 41 of the Constitution. The spatial planning system that the Spatial Planning and Land Use Management Act (SPLUMA), Act 16 of 2013 has introduced strives to establish national coherence, stability, and predictability. Nesting jurisdiction and the inherently multi-scalar nature of spatial planning necessitates alignment of the different scales of SDFs. It is thus clear that effective and credible spatial planning depends heavily on cooperative governance.

One of the critical objectives of the Relations is to achieve Integrated Spatial Planning that would result in seamless service delivery across the Provincial boundary. This is in line with vision 2035 (as well as vision 2050) of the NDP (National Development Plan) that seeks to realise, among other things, Sustainable Human Settlements through Integrated Spatial Planning. The relations between the two provinces involve three district municipalities and six local municipalities within the participating districts. The technical alignment of development taking place with Mpumalanga are further discussed on the Spatial Development Framework (Annexure A). The newly developed and adopted Strategic

Corridor Development Plan that will strengthen alignment with the surrounding District Municipalities will focus on Vryheid, Emadlangeni, Newcastle and Ermelo. The municipalities are namely:

- Amajuba District Municipality.
- Newcastle Local Municipality
- Emadlangeni Local Municipality.
- Zululand District Municipality;
- Uphongolo Local Municipality.
- Edumbe Local Municipality;
- Gert Sibande District Municipality;
- Dr Pixley ka Isaka Seme Local Municipality and
- Mkhondo Local Municipality.

2.7 LAND REFORM, RESTITUTION AND REDISTRIBUTION

Despite years of relatively good Integrated Development Planning processes in Amajuba District Municipality, issues of land tenure reform have in the final analysis remained marginal and isolated due to a lack of high-level integration and alignment between land tenure reform and spatial planning within the municipality. Lack of sustained co-ordination between the Department Land Affairs, Commission for Restitution of Lands Rights and municipalities in the district has manifested itself in delays in the delivery of basic services to communities that were assisted to reclaim their land and to gain access to land such as Ndlamlenze, Amantungwa and Thekwane etc.

Subject to land tenure reform within the district, the people that are still suffering mostly due to land tenure reform are the Commercial farm dwellers whose land rights are secured through the extension of security of tenure Act (ESTA), about 116 907ha of land has been identified for land tenure reform and only 8 628 was prioritized through the Area Based Plan (ABP). A total of 210 756ha of land was subjected to the land restitution claims. Only 40 141ha has been settled while 170 615 has been gazetted. The gazetted restitution claims amount to 832. A total of 45960ha of land was subjected to land redistribution. Only 14 320ha has been settled while 31 640ha is still subject to investigations. The settled redistribution amounts to 131 claims.

2.7.1 LAND USE PATTERNS

Formal Land Use Management

Most part within the District Municipality were subjected to Agricultural act 70 of 70 due to most of the farmlands that are located within the district. Due to the provision of the KZN: Planning and Development Act 6 of 2008 there came the development of Town Planning Schemes within municipalities that mostly catered for the CDB and surrounding suburban areas for those towns within municipalities with regards to land development and synergy between land uses. The introduction of Spatial Planning and Land Use Management Act 16 of 2013, required all municipalities within their municipal area of jurisdiction to develop wall to wall land use schemes that would cover the whole municipalities area in terms of developmental needs and control for the attainment of the Municipal vision as per the IDP/SDF, in addition the local municipalities are responsible for effective implementation of their Land use Schemes for better coordination of land developments, Environmental Protection and synergy of land uses within their area of jurisdiction.

Within the Jurisdiction of Amajuba District Municipality all three Local Municipalities namely Newcastle LM, Emadlangeni LM and Dannhauser LM have fully developed and adopted their land use

schemes as part of the compliance to Spatial Planning and Land use Management Act 16 of 2013. The Land use Schemes within the local municipalities are all subjected to the review together with the Integrated Development Plan and the Spatial Development Framework for all the amendments made to the scheme within the 5-year period.

2.7.2 Customary Land Use Practices and Allocation

Land use management within Ingonyama Trust land is embedded within the land administration and land tenure systems through which a buddle of rights is allocated to each household. The two main tenure instruments that the Ingonyama Trust Board makes use of are leases and PTOs. Accessing Ingonyama Trust Land is guided by two important policies. The first relates to the distinction between PTOs and leases.

The Board has a rental policy that is market based for commercial land uses. Leases are therefore determined at a market level, while PTOs are fixed at a more nominal amount. The second is that the Ingonyama Trust Board, in general, does not sell land or dispose of it where this is not deemed to be necessary. In the case of a commercial development, the Ingonyama Trust Board would prefer to enter a lease at commercial rates than dispose of the land or issue a PTO.

Also important are the 'informal land rights' held by members of the community residing within the Ingonyama Trust, these rights and interests in land are protected in terms of the Interim Protection of Informal Land Rights Act of 1996 (Act 31) (IPILRA). The Act provides for the recognition of a beneficial occupier, which is a person in occupation of land as if she or he is the owner, without force, openly and without the permission of the registered owner.

The informal land right includes the use of occupation of or access to land in terms of any tribal, customary, or administrative practice and the right or interest in land of a beneficiary under a trust arrangement. The Act does not create any real rights, but merely recognizes existing interests in land. The Act protects existing interests by preventing unlawful deprivation of land rights and by giving the beneficial occupier the right to be compensated in the event of being deprived of his land rights in the property.

2.7.3 LAND OWNERSHIP PATTERNS

Amajuba is characterised with a very diverse land ownership composition. Most of the land is however privately owned. The broad pattern of this can be divided as follows:

- Urban Settlements

These land parcels include the suburban areas of Newcastle such as the CBD, Arbor Park, Ivory Hill etc the urban centres of Dannhauser such as Durnacol and Hattingspruit and the urban centres of Emadlangeni that includes the CBD areas and its surrounding suburban areas. Such urban settlements include a variety of economic activities (pull factors), social facilities (Hospitals, education, police forces and recreational facilities), better Infrastructural services (pull factors).

- Rural Settlements

There are many parcels of land within the district that form part of the rural settlements such parcels include the Rural Service centres that contains mostly social facilities for easy access by the communities residing in the rural villages surrounding it. Such rural settlements are limited in economic activities with most of the village's dependent on subsistence farming for survival.

- Conservation Areas.

These areas include the Nature Reserves within the district of Amajuba, the Protected Areas and Stewardship sites (Critical Biodiversity Areas and Ecological Support Areas), these vast parcels of landforms part of the environmental protected areas in terms of Land Use Schemes as they form part of the riverine systems that are essential for provision of water within the district Municipality.

- Privately owned land

Most of the land is in private ownership. This mostly includes the commercial farms as well as a range of properties within the urban areas.

- State-land

There are numerous parcels of state land located throughout the district. These include land that is under the ownership of the department of Regional and Land Affairs. This state land includes parcels of land upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools and utilities such as the sewerage works plant.

- Ingonyama Trust owned land

There are two tribal councils within Amajuba which are Ubuhle-Bomzinyathi and Nyanyadu Tribal Council Areas. The day-to-day management of this land is the responsibility of the traditional council under the leadership of the tribal chief concerned, but the administration and long-term leasing of these land parcels is the responsibility of the Ingonyama Trust Board.

- Land owned by Companies or Close Corporation.

Most parcels of land that are under close corporation's form part of the private owned lands parcels through willing buyer-willing seller such lands include most of the commercial spaces. Manufacturing and industrial spaces, other land parcels that partially belong to close corporation's include land parcels that are leased by Ingonyama Trust Land to private entities for commercial purposes. Such land parcels are to be discovered through the newly proposed system of conducting Land Audits within the local municipalities by SALGA.

- Land owned by Entities.

Table: 41: Owner Classification

Ownership classification	Area (Ha)	% of total
Association	8609	1%
Board	123	0%
Church	308	0%
Commercial	110 882	16%
Conservation	645	0%
Education	11 237	2%
Municipal	9 448	1%
Private	349 363	51%
State Land	16 610	2%
Traditional Authority	28 953	4%

Transnet	427	0%
Trust	121 832	18%
Unknown	33 232	5%
Total	**691 674**	**100%**

2.8 PROPOSED INFRASTRUCTURAL DEVELOPMENT

Small town rehabilitation programme: Dannhauser and Utrecht

Utrecht and Dannhauser are on the provincial programme of Small-Town Rehabilitation which is championed by the Department of Co-operative Government and Traditional Affairs. The focus should be on urban regeneration as opposed to renewal.

Proposed commuter airport: Newcastle

Given the role of Newcastle as a manufacturing and a notable business centre within Amajuba and beyond, it is considered important to upgrade the existing landing strip into an Airport. Having the airports can also help in retaining existing companies in the area whether they had previously been inward investors or indigenous operations this can also promote the export success of companies located in the area by the provision of passenger and freight links to key markets. The Airport was officially opened in April 2019 however it currently has no flight schedule.

Proposed land-strips: Dannhauser and Utrecht

The standard landing strips are proposed for the towns of Dannhauser and Utrecht. These play a role in Medical emergencies and in cases of disasters (i.e. veld fires). There is a need to further explore the potential of utilizing the proposed landing strip for agricultural purposes i.e. spraying (pesticides and insects) and could in turn have potential to generate revenue for the Local Municipality. A need exists to revive these facilities for serving medical and agricultural purposes.

Proposed commodity railway: Mining and agricultural export

A need exists to explore possibility of commodity rail from Amajuba to Richards Bay Port. This is considered important for the distribution of mining raw materials from the mines to the airport for international markets.

Tertiary Educational Facilities: Emadlangeni Agricultural College

The tertiary facility at present within the ADM is the Amajuba FET College which is located within Newcastle. There is a need to further enhance and develop skills to try alleviating poverty in the district and therefore it is recommended that tertiary facility such as a college of Agriculture within Emadlangeni be created to promote and create skilled jobs in the agricultural sector (more especially in Emadlangeni and Dannhauser).

Strategic priority projects and intervention of sectoral plans in a spatial form: The entire Amajuba District Municipality.

These are discussed and indicated in the Spatial Development Plan (SDP) which is a 5- year Plan that serves an Annexure of the Spatial Development Framework (SDF) which is an annexure of this Integrated Development Plan document.

2.9 ENVIRONMENTAL ANALYSIS

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY

Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate change. Attainment of the 2035 DGDP vision is strongly dependent on the extent to which growth and development activities will advance principles of environmental sustainability. The depletion of natural resources in Amajuba and the impacts associated with the decline in resource quality is of concern as it threatens the future well-being of the province's people and economy. The threat associated with climate change intensifies concerns about the future of the province as the province is particularly vulnerable to change and it is highly likely that the poor will be the first to suffer under conditions of environmental change.

This goal area recognizes the undesirable situation which was created by past patterns of resource use in the province and the Constitutional imperative of the need "to secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development".

Table: 42: Strategic Goals 5 - Environmental Sustainability

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY **Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate change** **Apex Indicators:** **Apex indicator 1: Green House Gas Emissions**			
Strategic Objectives	**Enhance resilience of ecosystems**	**Expand the application of green technologies**	**Adapt and respond to climate change**
	Land productivity sustainably improved	***Greater proportion of renewable energy used in Amajuba***	***The Amajuba District is able to effectively anticipate, respond to and mitigate the effects of climate change***
Primary Indicators	Ha of land rehabilitated annually % use of high production potential land for non-agricultural activities	Units of energy produced commercially through alternative energy generation	Land transformation in High-Risk Biodiversity Planning Units in Amajuba.
Interventions	Promote sustainable land use practices to preserve and enhance agricultural potential	Programme for development of alternative energy demonstration projects	Spatial planning, decision-support tool development and monitoring.
Secondary Indicators	Hectares of land under active agricultural production.	No of Alternative Energy Demonstration.	Number of ha of priority areas for expansion of protected areas network declared.

The Amajuba District Municipality (ADM) has embarked on the development of Environmental Management Framework (EMF) and the council has approved the EMF in 2019. The ADM EMF was initiated through a concurrent agreement between the national and provincial ministers responsible for environmental affairs in terms of Chapter 5 of the National Environmental Management Act (1998). It was prepared as a joint initiative between the National Department of Forestry, Fisheries, and the Environment (DFFE), the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) and the ADM.

The need for the EMF was driven by authority concerns in the district regarding the following environmental issues:

- The decline in air quality
- The extent of water pollution
- Land degradation and other environmental issues that may negatively affect local people and the growing economy, as well as
- The lack of adequate information to make more informed decisions.

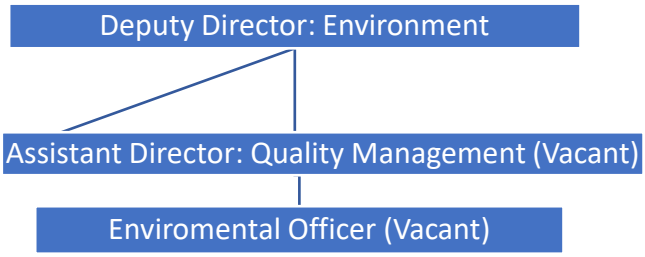
The EMF will Integrate environmental sustainability into municipal planning and operations, and to inform decision making regarding specific development applications in terms of the EIA and other regulatory processes.

2.9.1 Institutional Arrangements

Environmental Services unit is a competent authority for air quality management. The unit is responsible for issuing licences, passive air monitoring and conducts site inspections. The unit also provides comments EIA's, EMP's, EMP development applications. The unit also facilitate and co-ordinate other environmental related activities such as clean-up- campaigns, commemorates environmental calendar days e. g World Environmental Day, Wetlands Day, Ozone layer Day & Arbour Week Celebration & Water Week.

Currently, we have two permanent incumbents in the environmental section, one being seconded from the Department of Forestry, Fisheries & the Environment. COGTA has also seconded two Environmental Management interns supporting the Environmental Services Unit.

The current structure Below is the organogram for the Environmental section which falls within the Department of Planning and Economic Development



AMAJUBA DISTRICT COMMITTEE FOR ENVIRONMENTAL EDUCATION

ADCEC Forum is a structure that is used to promote the integration and coordination of environmental functions within the district. It is a platform that is used to discuss environmental issues. The district forum will adopt an approach like the Provincial Committee for Environmental Coordination (at district level) whose main function is to promote cooperative environmental governance at a provincial level. Environmental rights in SA emerge from and are protected by section 24 of the Constitution as well the principles of integrated Environmental Management in terms of NEMA. The forum meets on quarterly basis. Its forum comprises of a chairperson (Amajuba District) and secretariat (EDTEA) and other relevant stakeholders. The objectives of the forum are to:

- Strengthen communication amongst all relevant stakeholders and organs of state on all environmental issues within Amajuba District.
- Develop strategies to build capacity of citizens of Amajuba district on environmental issues
- Strengthen stakeholder participation in environmental management decision making
- Advise all four Municipalities of the strengths and weaknesses of the environmental tools and systems.
- Promote sustainable development through compliance with environmental legislation, and
- Create a platform for information sharing and dissemination.
- Making recommendations aimed at securing compliance with the principles set out in section 2 of the National Environmental Management Act No. 107 of 1998 and national norms and standards contemplated in section 146(2)(b)(i) of the constitution.
- Advise relevant organs of state about the information relevant for the development of the Environmental Implementation Plans.

2.9.2 AGRICULTURE POTENTIAL AREAS

Agricultural resources Given the prioritisation of Agriculture at a National and Provincial level, agriculture is accordingly also a key sector for economic growth in the Amajuba District. Amajuba District Municipality is among the most fertile regions within KwaZulu-Natal. Despite this, the agricultural sector only accounts for roughly 2.2% of total GVA in the Amajuba District (though agri-processing is not fully accounted for in this figure), while the contribution of this sector to total formal employment is also low at 2% (LED review 2011). The contribution of the agricultural sector to the District GVA has declined recently, with an average growth rate of -6.7% (ibid).

Annual crop production is focused in three key areas:
1. The area in the South west of the District around Normandien and the Ntshingwayo Dam, the catchments of the Horn River, the Ncandu River and the Ngagane River. This is primarily large scale commercial agriculture with a large area under irrigation. 2. Along the Buffalo River and lower Ncandu River, and Ngagane River in the vicinity of Madadeni and Osizweni. The banks of the Buffalo River are heavily utilised for commercial irrigated agriculture while the area around Madadeni and Osizweni is heavily utilised by small scale farmers, very little of which is irrigated. 3. The far southern area of the District, around Hattingspruit where large scale commercial dryland agriculture dominates production. 4. The south eastern corner of the District, along the Blood River and R34 which includes a mixture of irrigated and dryland commercial agriculture. The vast majority of the high potential land in the ADM is however primarily important from a grazing perspective (KZN DARD). Grazing resources are however particularly sensitive to different management practices and can easily be degraded by over utilisation and inappropriate burning practices. The ADM area is predominantly highland sourveld with a moderate carrying capacity.

Given the importance of grasslands in the agricultural economy of the District, it is important that losses of grazing land be closely analysed. Further analysis of the areas lost to woody plant encroachment indicates that the vast majority of this area is in fact lost to invasive alien trees, predominantly black (Acacia mearnsii) and silver wattle (Acacia dealbata). Land restitution / redistribution / reform is a highly complex and contentious issue with a vast number of stakeholders. In Amajuba District, numerous documents point to this process as being a key reason for the decline

in agricultural production and a major stumbling block to agricultural development in the District. In particular, the delays associated with transfer of land, the lack of support for beneficiaries and the uncertainty created amongst existing farmers are all cited as key factors. Approximately 70% of agricultural land is under claim in the Emadlangeni municipality. Water availability is one of the main threats facing agriculture in the District as large scale commercial farmers have limited water available for irrigation while small scale and subsistence farmers face water shortages due to drought. Climate change is likely to aggravate this situation. The availability of water for on-going agricultural development, in particular irrigated agriculture, is a key constraint to the sector

2.9.3 Environmental Programmes – EPWP

The municipality has implemented the following programmes/ projects a Removal of alien and invasive species and, Greening and Landscaping the entrance at Balele Game Park. The project was funded by the EPWP Municipal Incentive Grant from Public Works under the Environment and Culture Sector for R55000 000.

The objectives of the project were to:

To eradicate the species in the Balele dam catchment, which pose a serious threat to biodiversity and water-shortage.

To prevent and control new and emerging invasive plants.

To reduce the impact of existing priority invasive plants.

To create jobs opportunities and skills development and economic.

The project had 27 beneficiaries from all 6 wards of Emadlangeni. The project has been instrumental in the awareness of waste management in unserved areas. It anticipated that a similar project will be rolled out to benefit Emadlangeni LM should the ADM receive additional funding through this incentive grant.

2.9.4 Hydrology and Ground water

RIVERS

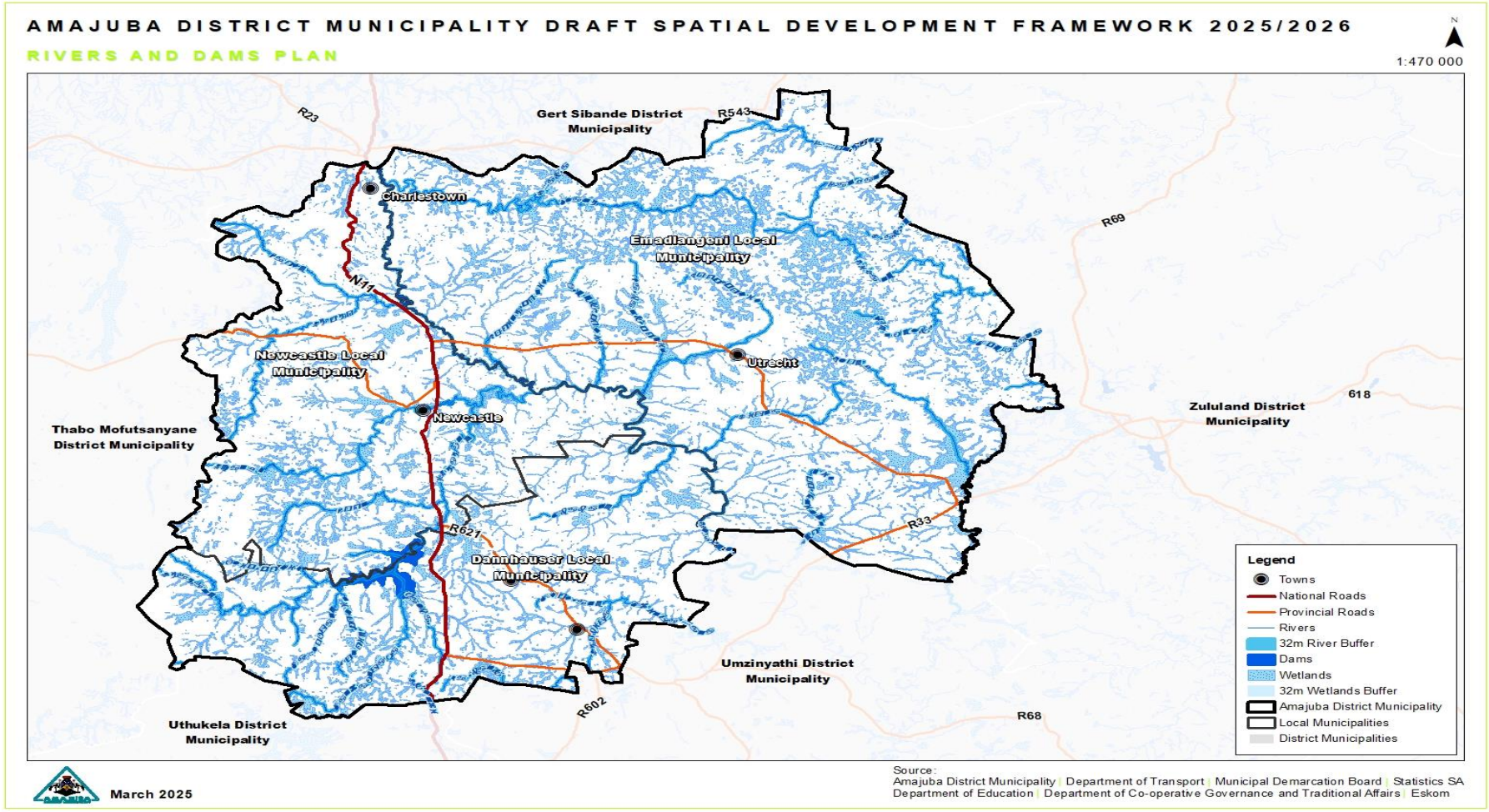
The Amajuba District Municipality falls under the Pongola-uMzimkhulu Water Management Area. Inside the Pongola-uMzimkhulu Water Management Area, the Amajuba District Municipality area overlaps with five catchments, namely the Mfolozi, Mkuze, Pongola, Usuthu and Lake Sibaya catchments. Within these catchments, the Amajuba District Municipality area contains three main water resources: the Zaaihoek, Amcor, and Ntshingwayo Dams. The district has an extensive system of rivers and tributaries, which fall within two catchments, the Thukela and Phongola. The main Thukela catchment covers much of the district and is drained in a southerly direction by the Buffalo River and several tributaries including the Ngogo, Ncandu, and Ngagane Rivers to the south, and the SlangSpruit, Dorpspruit, Doringspruit and Wasbank Rivers to the north. The Phongola catchment predominantly falls within the Zululand District, but also includes the high lying area along the north-western border of Amajuba. The Amajuba section of this catchment is drained by the Bivane River and forms the headwaters of the uPhongolo River.

WETLANDS

Wetlands are defined by the Integrated Coastal Management Act (Act 24 of 2008) (ICMA) as “land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated soils”. Wetlands are a critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. There are four important and sensitive wetlands that have been identified by Amajuba District, namely, the Blood River Vlei, Boschoffsvlei, Groenvlei and Padavlei. The wetland area around the Zaaihoek Dam is an important linkage to the Wakkerstroom wetland. The headwaters of the Slang River are regarded as one of the pristine catchments but are under threat from afforestation.

Groundwater In the ADM, large areas of the municipality have very shallow ground water levels. This is particularly relevant in the lower lying peri-urban areas surrounding Osizweni. Here, outside the formalised township areas, the vast majority of households utilize pit latrines, and numerous cases of outbreaks of bacteria related diseases including cholera have been linked to contaminated groundwater (P. Baytopp pers com). The Newcastle LM IDP (2018 review) additionally states that the quality of groundwater is moderate to poor and that the most probable causes are: 1. Poor rates of recharge 2. Mining activities – particularly coal mining 3. Industry 4. Farming activities Information on borehole yields in ADM was obtained from some 800 boreholes scattered throughout the study area and recorded on the National Groundwater Data Base (NGDB). Statistics which define the yield of boreholes in ADM is presented in the Table 3. These figures reflect that in the main, groundwater is not a significant water resource to alleviate bulk water shortages, but that small scale use for rural domestic and stock watering purposes can be accommodate

Below is a map indicating the Rivers and Wetlands in the Municipality:



Map: 20 Rivers and Dams Plan

Source: (Amajuba District Municipality, 2025)

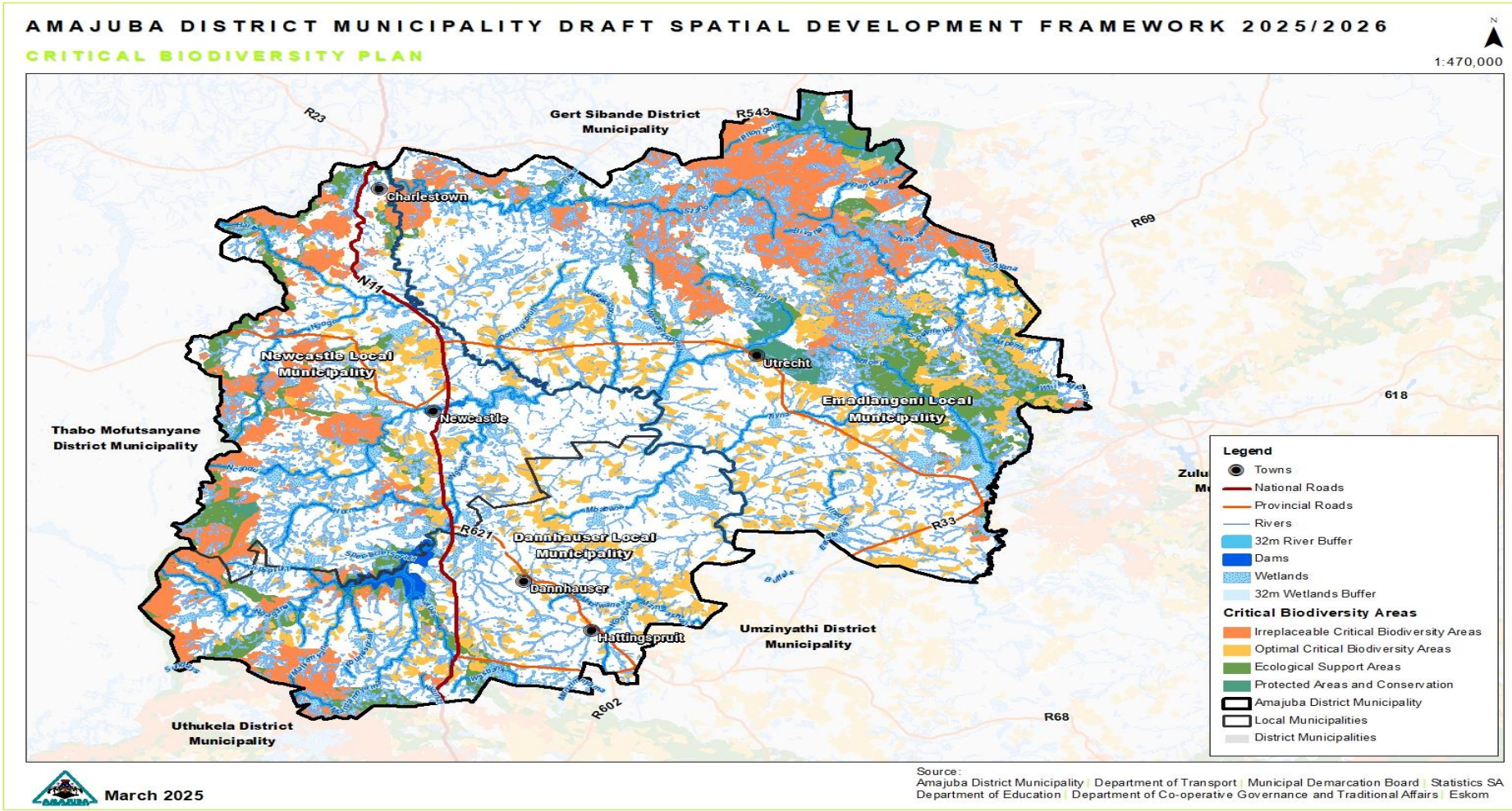
2.9.5 Biodiversity and Conservation Management (terrestrial environments)

The Amajuba District Municipal Area is covered by the Grassland Biome. The Grassland Biome is characterised by a single layer of grass with varying degrees of land-cover depending on rainfall and grazing practices. The Grassland Biome is essential for agriculture in South Africa and has the second highest level of biodiversity after the Fynbos Biome (Mucina and Rutherford 2006). Within the Biomes found in the Amajuba District Municipal Area, there are several threatened ecosystem types. Endangered ecosystem types in the Amajuba District Municipal Area include: 'Bivane Montane Grasslands', 'Fort Metcliff Grasslands' and southern edged of the 'Wakkerstroom/Luneburg Grasslands' (South African National Biodiversity Institute 2011). Several vulnerable ecosystems types also occur in the Amajuba District Municipal Area (South African National Biodiversity Institute 2011).

Almost 80% of the grassland areas that a) provide vital ecosystem services, b) are important from a biodiversity perspective, c) have tourism potential, d) are important from a livestock farming perspective and e) provide a range of other essential ecosystem services are privately or communally owned. An innovative mechanism is thus needed to ensure that such areas are secured and formally protected.

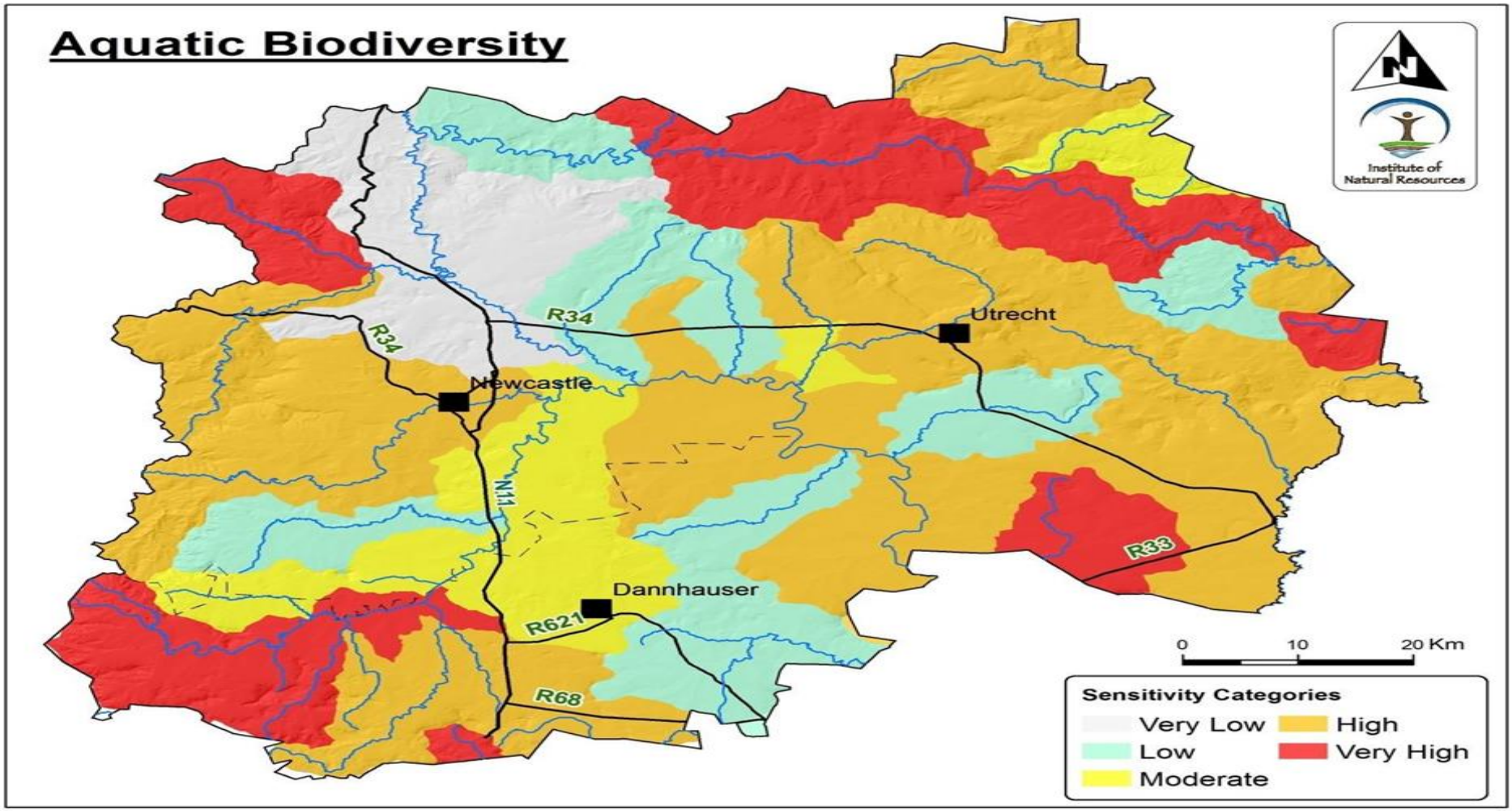
Biodiversity in the Amajuba District Municipal Area has been positively influenced by the conservation areas. It has been negatively influenced by inter alia: land degradation including soil erosion (mainly due to overgrazing and poor land management practises), wetland degradation, unsustainable harvesting of natural resources, unregulated veld burning, unsuitable agriculture and forestry developments, the spread of invasive alien species, increased pollution, poor waste management, population growth, spatial development (such as the expansion of agricultural and urban areas), and an extended drought that has affected most of KwaZulu-Natal since 2015. The land and wetland degradation have also raised the flood risk to low-lying areas in the Amajuba District Municipality.

The KZN Biodiversity Stewardship programme focuses on developing partnerships with private and communal landowners and land users with the aim of adequately protecting important biodiversity. Conservation Stewardship has been defined as "the wise use, management and protection of the *Natural resources that have been entrusted into your care," and involves the development of incentives for landowners to conserve important habitats on their lands, vegetative areas that are protected and need to be sustained are on the map below:*



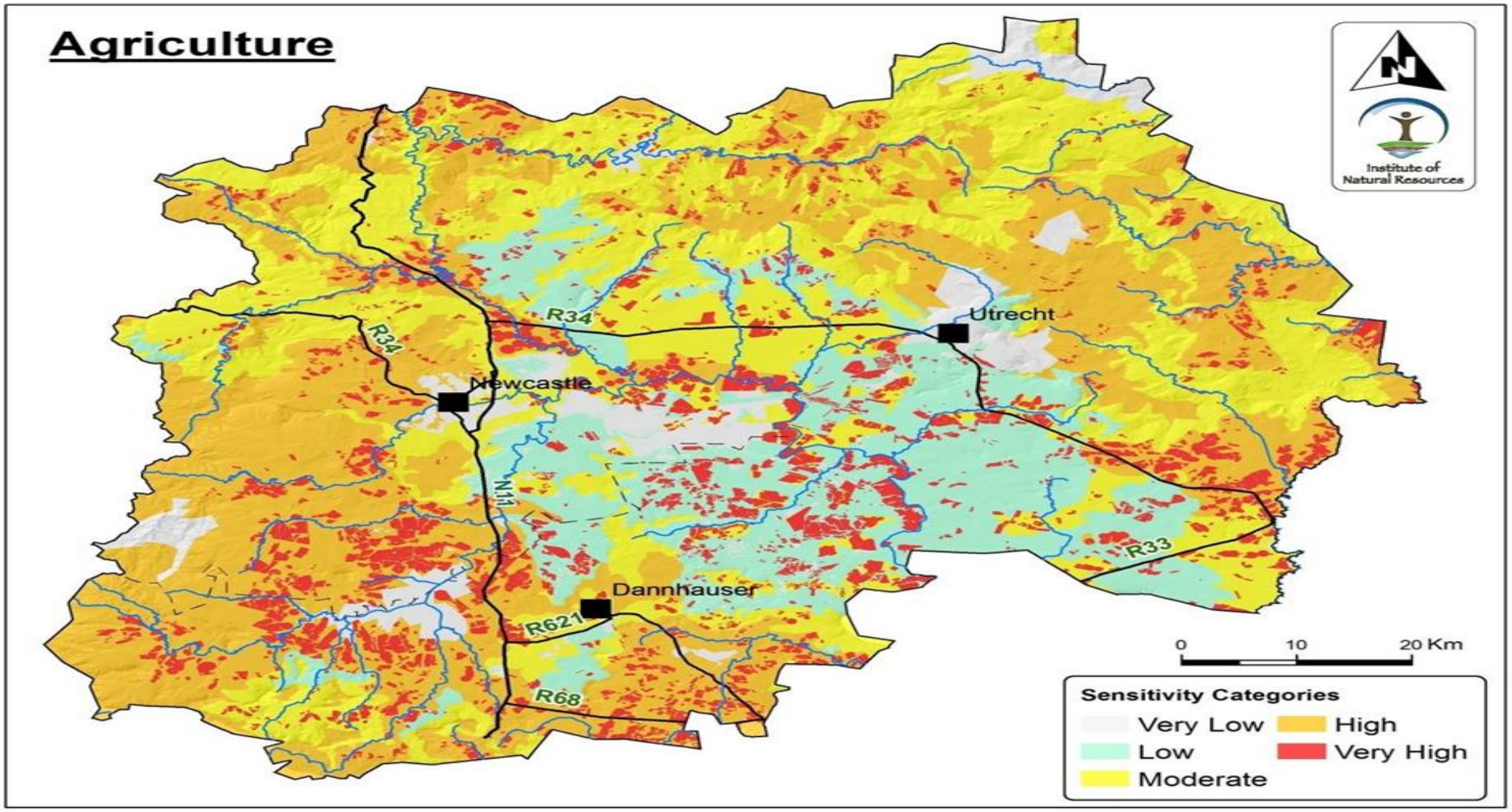
Map: 21 Critical Biodiversity Plan

Source: (Amajuba District Municipality, 2025)



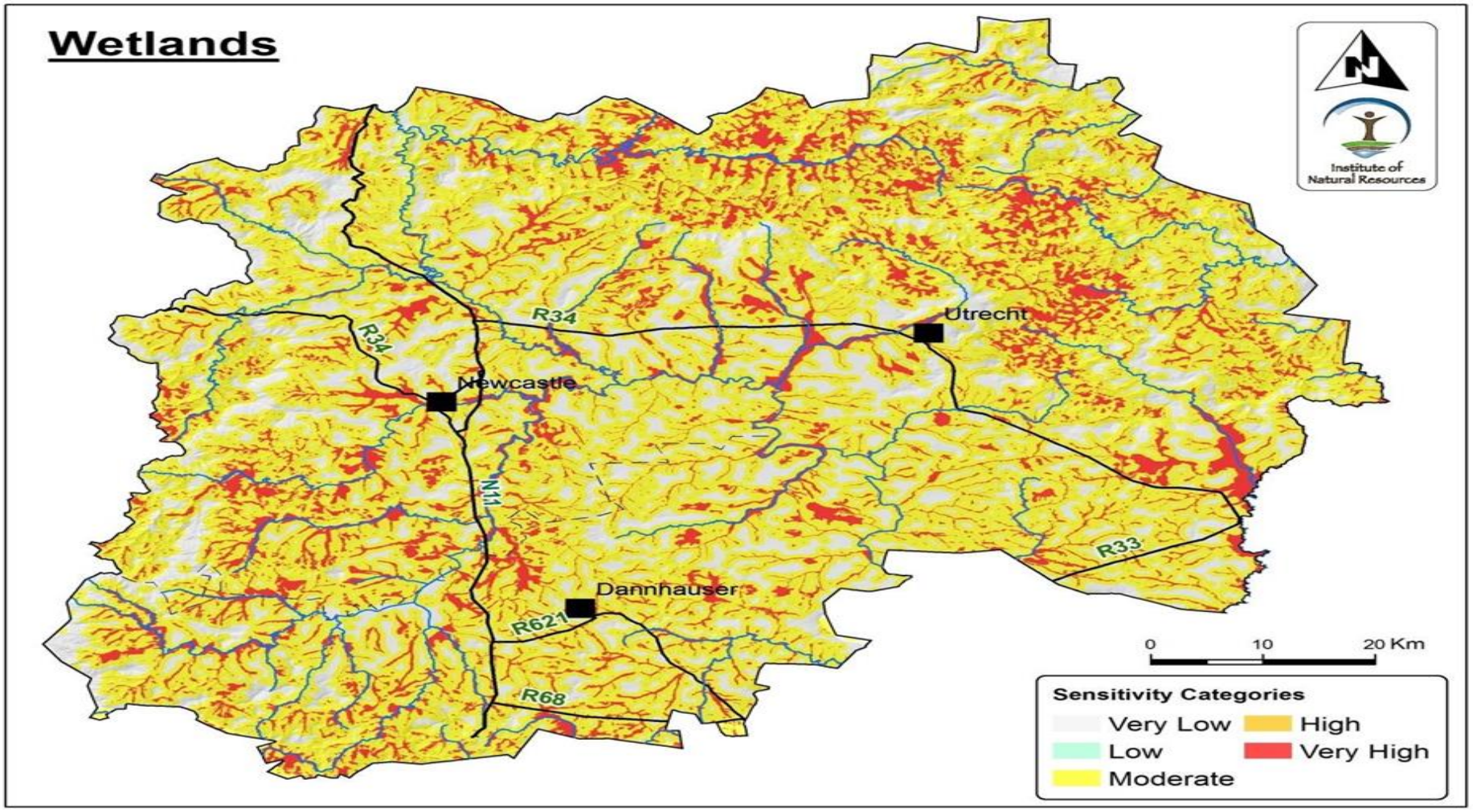
Map: 22 Aquatic Biodiversity Plan

Source: (Amajuba District Municipality, 2025)



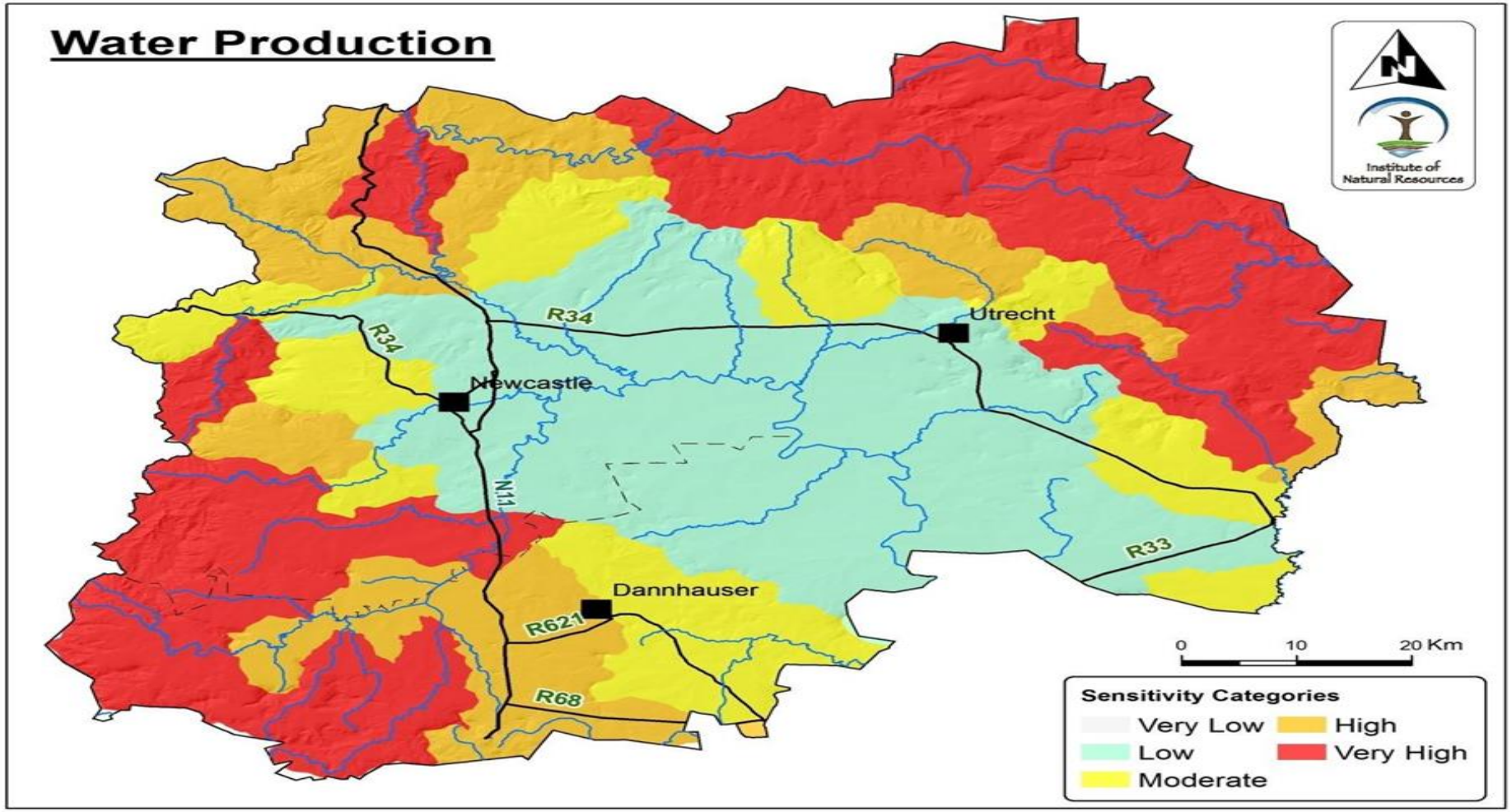
Map: 23 Agriculture Plan

Source: (Amajuba District Municipality, 2025)



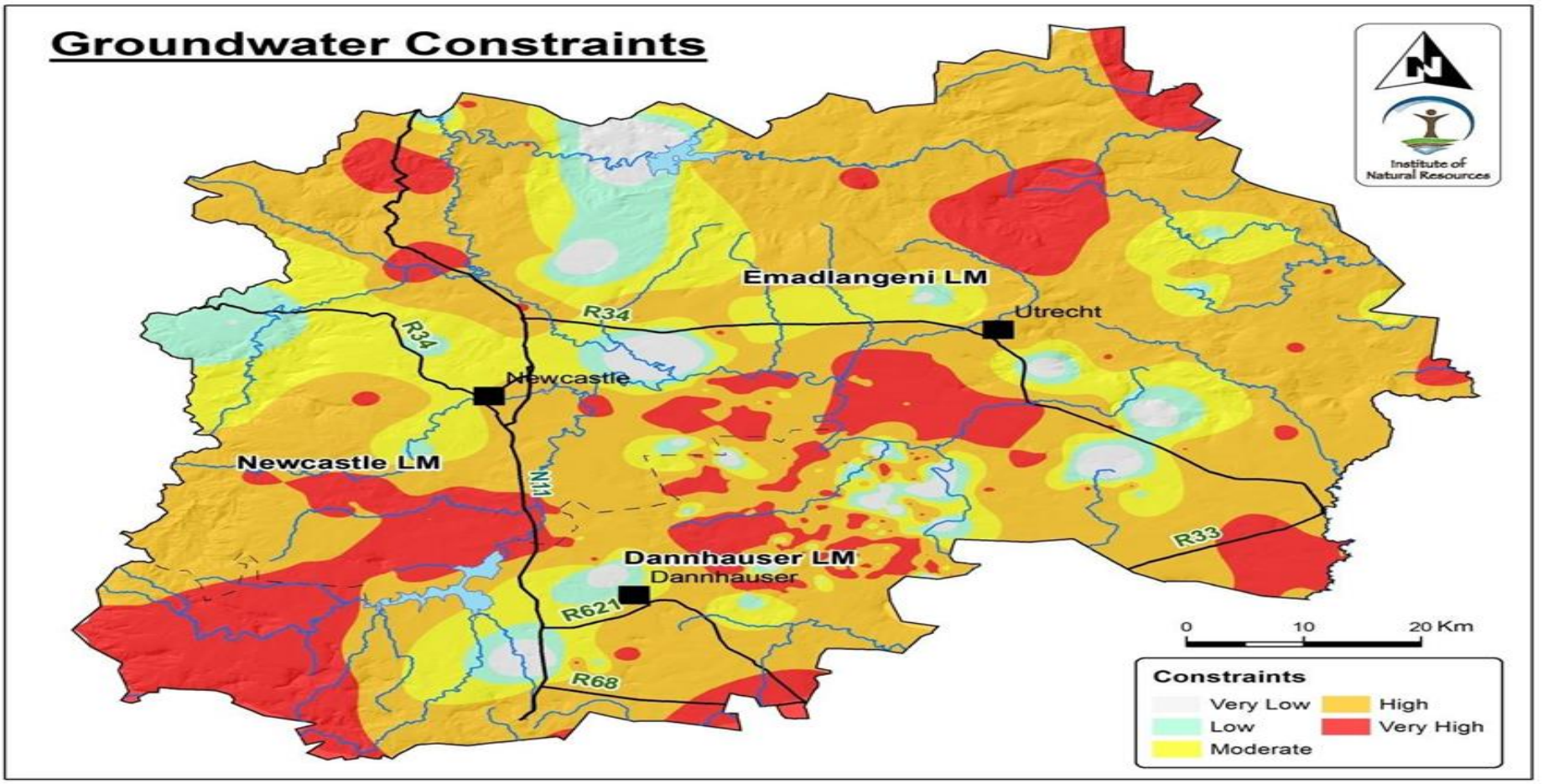
Map: 24 Wetlands Plan

Source: (Amajuba District Municipality, 2025)



Map: 25 Water Production Plan

Source: (Amajuba District Municipality, 2025)



Map: 26 Groundwater Constraints Plan

Source: (Amajuba District Municipality, 2025)

Please see attached Annexure **Error! Reference source not found.** for additional information.

2.9.6 CLIMATE CHANGE

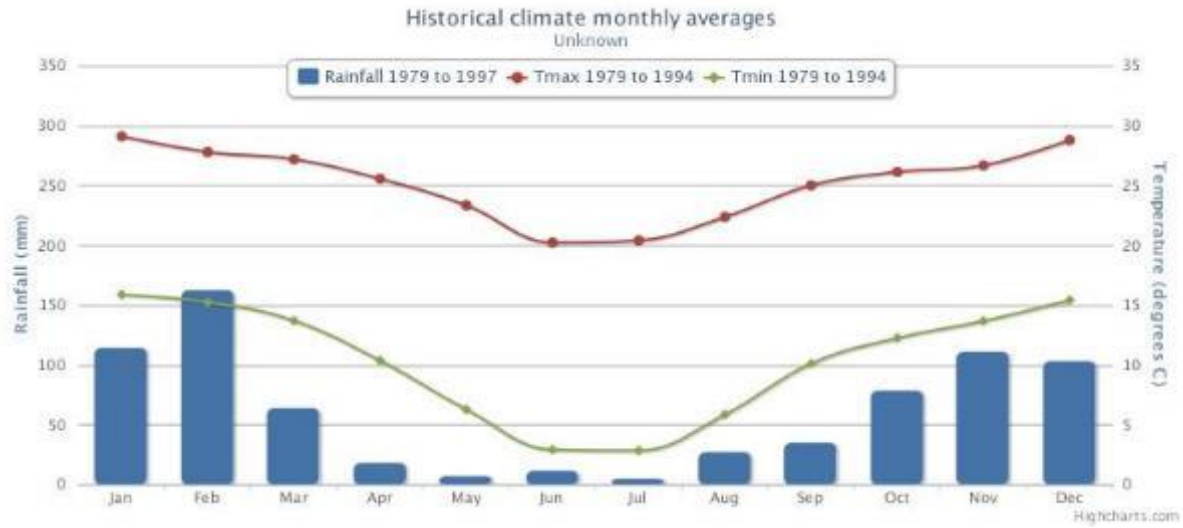
Amajuba District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation) (Böckmann, M 2015). However, due to lag times in the climate and biophysical systems, the positive impacts of past and current mitigation will only be noticeable in the next 25 years (Jiri, O 2016). In the meanwhile, adaptation is regarded as inevitable and a necessary response to the changes that are projected to take place in the district. Amajuba District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan. Amajuba District Municipality climatic conditions are noticeably between summer and winter months ranging between very cold temperatures during the winter and high summer temperatures. The average temperature for Amajuba is about 17°C. The minimum temperature for Amajuba is below 0°C during winter months and often higher than 30°C in the summer months.

The Climate Change Vulnerability Assessment and Response Plan was developed through the Local Government Climate Change Support (LGCCS) program (http://www.letsrespondtoolkit.org/), this program is led by the Department of Environmental Affairs. Through this program key climate change vulnerability indicators for the Amajuba District Municipality were identified which include; Agriculture, Biodiversity & Environmental, Human Health, Water and, Disaster Management, Infrastructure & Human Settlement. The Amajuba District Municipality's agricultural sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock. Climate change predictions include the shifting of biomes across South Africa. In the Amajuba District Municipality, it is projected that, with the changes in climate, the Savanna biome will replace large areas of the Grassland biome.

Terrestrial, wetland, and river ecosystems and their associated species will be negatively impacted. Climate change impacts affect the social and environmental determinants of health and will therefore affect human health in several ways in the Amajuba District Municipality. Projected temperature increases due to climate change will negatively affect the young and elderly population of the district. Climate change impacts will affect Disaster Management, Infrastructure and Human Settlements in several ways in Amajuba District Municipality. Increases in the severity of storm events and increase in flooding will damage infrastructure which may result in a loss of industrial productivity and service delivery disruptions.

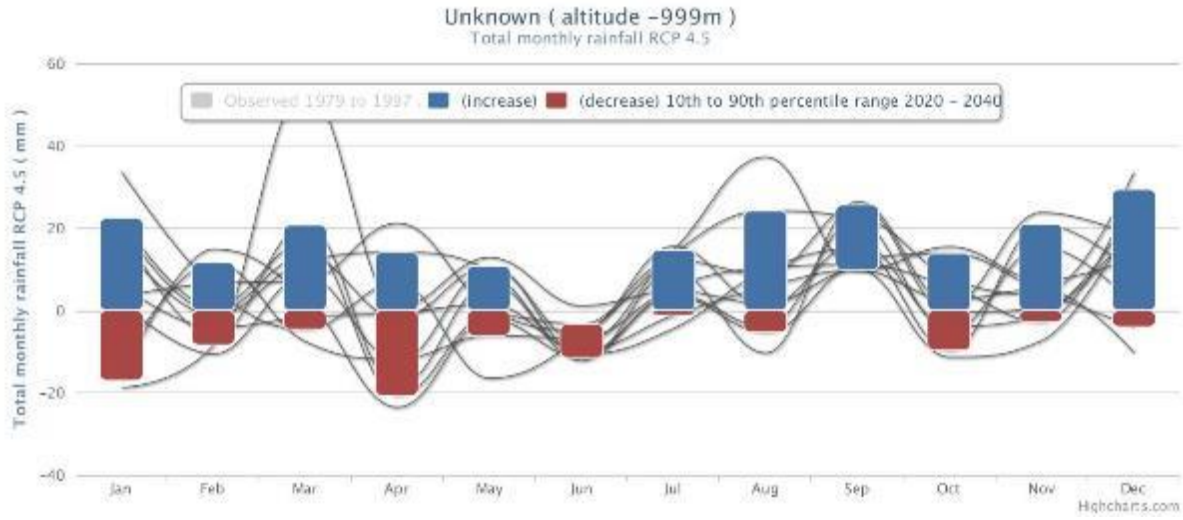
The Amajuba District Municipality faces two critical environmental challenges, namely the effects of climate change, as well as the environmental degradation. Most of the ecosystems within the district are deemed to be vulnerable to degradation from human activity. Climate change mitigation will become increasingly relevant and will affect human health, food security and natural resources. In order to minimise the risks of climate change, climate adaptation programmes and projects must become a priority to the district, this should be implemented by sourcing out climate change local and international funds. Water resources in any catchment are largely depended on rainfall. The Historical Climate Monthly Averages include long-term historical monthly average rainfall totals and monthly averaged minimum and maximum temperatures for a particular spot. Due to the unavailability of weather data stations, the Historical Climate Monthly Averages for the Amajuba District Municipal Area have been calculated using the nearest weather data station to the Municipality, which is the measuring station at Newcastle. The graph below shows that average temperatures peak in the same months as highest rainfall, indicating that the Amajuba District Municipal Area is in a summer rainfall

area. Resultantly, there is less rainfall during winter seasons with the lowest average monthly rainfall historically occurring in July, which averages less than 5 mm.



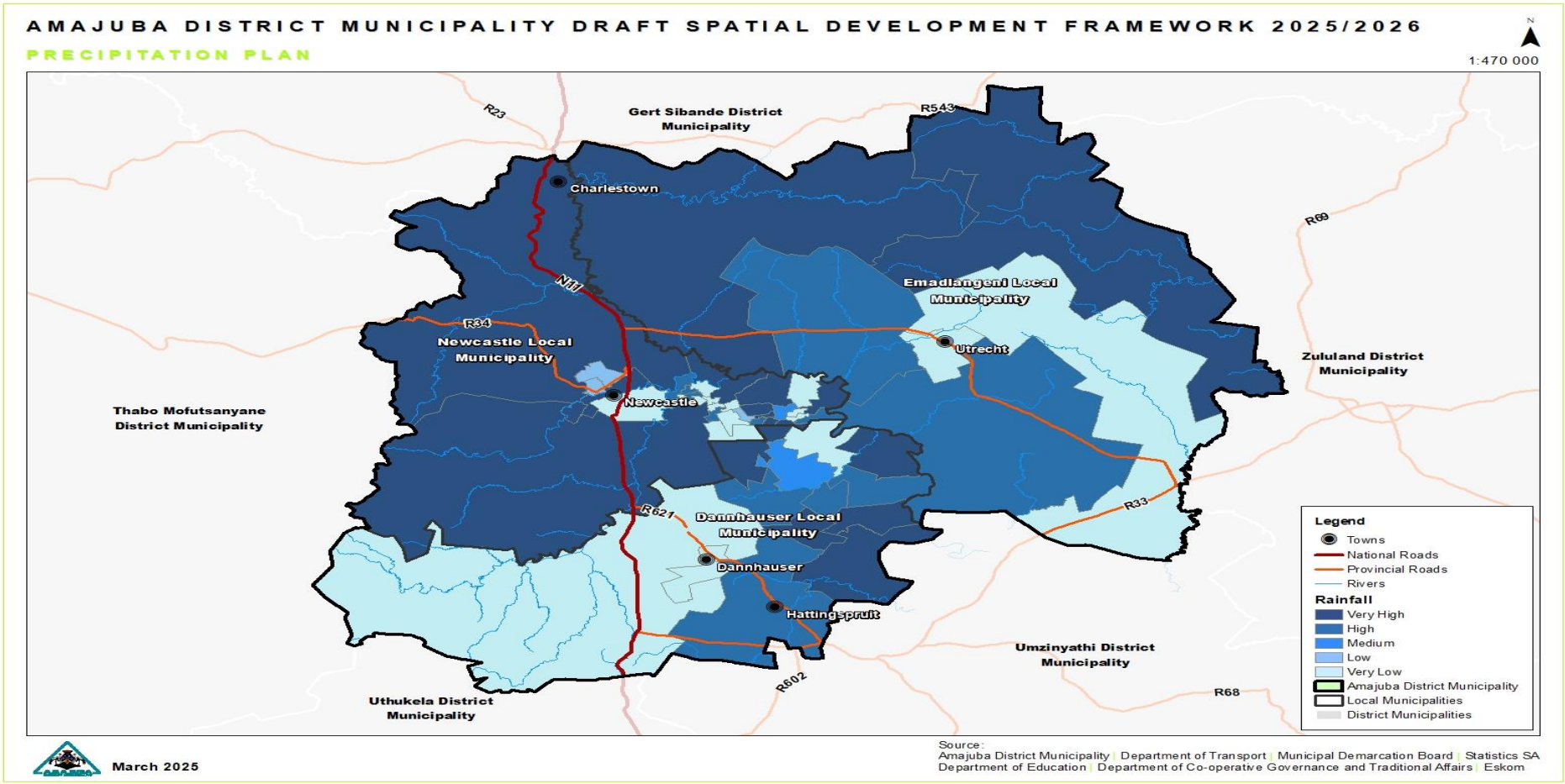
Source: Climate System Analysis Group

The bar charts below show the potential change in rainfall, with the blue bars indicating a potential increase in average rainfall and the red bars indicate a potential decrease in average rainfall. The grey lines represent the various models used for this projection. It is therefore projected across most of the models that Amajuba District Municipality could experience an increase in rainfall in the months of January, February, March, May, July, August September, October, November and December, and a decrease in rainfall during April and June.



Source: Climate System Analysis Group

Below is a map showing precipitation patterns in the LMs:



Map: 27 Precipitation Plan

Source: (Amajuba District Municipality, 2023)

2.9.7 CLIMATE CHANGE STRATEGIES

Climate change has a direct impact on all pillars of development. The ADM will focus on these strategic interventions to mitigate the impacts of climate change:

Encourage water conservation and management within households;
Appointment of an official who will be responsible for the Climate Change Programmes
Enforce environmental legislation to conserve and protect sensitive ecological areas;
Ensure that the District Disaster Management Centre is fully functional;
Conduct awareness campaigns for the community regarding recycling, planting of indigenous trees, water conservation initiatives and mitigation of disasters (i.e., veld fires);
Working with the Local Municipalities to ensure that land use management systems are in place to prevent development that contravene environmental sustainability.

2.9.8 STRATEGIC ENVIRONMENTAL ASSESSMENT

The purpose of the strategic assessment is to identify and describe the key environmental sustainability issues and describe the Desired Future State (DFS) for the District. This was achieved through the sustainability framework. This SEA is based on the factors that were analysed for the status quo. The issues are also prioritised to assist in focussing management responses.

Key Sustainability Issues

Water quality :

Water supply in the area is under extreme pressure and demand currently effectively equals the available supply. This places limitations on economic growth prospects.

- Climate change is likely to increase rainfall uncertainty and increase drought and flood frequency
- Strategic water source areas (SWSA) are present in the high lying areas of the district and correlate with CBAs and high water production zones. They are almost completely unprotected and under threat from land degradation, alien invasive plants and mining.
- Priority supply catchments are under threat from land degradation including alien plants, poor land management and mining.
- The status of groundwater resources in the district is inconclusive due to a lack of monitoring data.

Agricultural Resources

- An emphasis is placed on the importance of agriculture within the district for its growth potential however its contribution to the economy is currently low.
- Agricultural challenges are further exacerbated by: the loss of agricultural land to different land uses and to alien plants, by irrigation water limitations including availability and quality and by governance issues surrounding land restitution.

Air Quality

There is perception that air quality in certain parts of the district has been compromised, particularly by industry.

- Limited existing data shows that standards have not been exceeded and that a high proportion of emissions are attributable to vehicles.
- There is a lack of robust monitoring data to confirm perceived poor air quality

Terrestrial Biodiversity

- Low levels of biodiversity protection in the district limits the ability to meet conservation targets, secure other key services such as water production and grazing and to benefit from associated tourism and recreational economic opportunities.
- Critical biodiversity areas (CBAs) found in the highlands of the district are generally irreplaceable CBAs and overlap with high water production areas. These areas are under threat from alien plant expansion, mining and poor rangeland management.
- CBAs in the lowlands are typically optimal CBAs and are highly fragmented by other land uses such as urbanisation and agriculture. These areas are under threat from unplanned and unregulated urban expansion and small-scale agriculture.

Wetlands

- Wetlands provide critical services including water purification, habitat for important species and flow / flood regulation, but little is known regarding the condition of these resources in the district.
- The vast majority of wetlands occur on private land and very few are located in formally protected areas.
- Wetland loss and degradation through unregulated activities (informal sand and coal mining), mining, agriculture and unplanned housing expansion has reduced the capacity of these systems to supply services.

Flood Zones

- Large areas have been transformed to urban and peri-urban landscapes. A significant area of flood zone in the district has also been cultivated. Sand mining and brick making also reduce the ecological integrity of these areas
- Increased hardened surfaces and loss of infiltration in these areas increases flood volumes and intensity downstream.
- Climate change is expected to result in increased flooding frequency and intensity
- Development on floodplains mean infrastructure and lives are placed at risk both at the site concerned and downstream.

Water Quality

- Water quality in the District has been compromised through pollution from mining, industrial, domestic and agricultural sources.
- Abandoned mines are sources of acid mine drainage and responsibility for their remediation is not understood or assigned.
- Water availability is a key constraint in the District and poor water quality constrains the resource further, increasing vulnerability of communities and limiting development potential.
- There are concerns around the quality of accessible groundwater resources particularly in mining areas and areas with shallow ground water tables.
- Monitoring data is insufficient to adequately describe water quality issues in many of the District's surface and groundwater resources.

Aquatic Ecology

- Numerous rivers in the ADM are important for achieving targets for the conservation of aquatic ecosystems.
- These systems are under threat from poor water quality and degradation of catchments.
- Demand for water to satisfy domestic and economic growth necessitates the development of water resource infrastructure such as dams. Dams are key impactors of aquatic ecological integrity.

Heritage Resources

- Heritage sites are poorly documented and not adequately protected or managed across the district. No formal assessment of urban areas has been carried out.
- Heritage resources have been identified as an important contributor to economic growth through the development of tourism opportunities, however governance and responsibility for heritage resources has not been adequately organised to achieve this goal.

Infrastructure

- Wastewater infrastructural operation is not optimal and resulting in non-compliance with discharge standards and compromised water quality which impacts the District socioeconomically.
- WWTWs are at capacity and often exceed this through storm water intrusion resulting in water resource contamination.
- Investment in maintenance and development of water infrastructure is rapidly declining as opposed to keeping pace with demand from increasing urbanisation.
- Infrastructure is ageing and functionality is declining, impacting on economic activity.

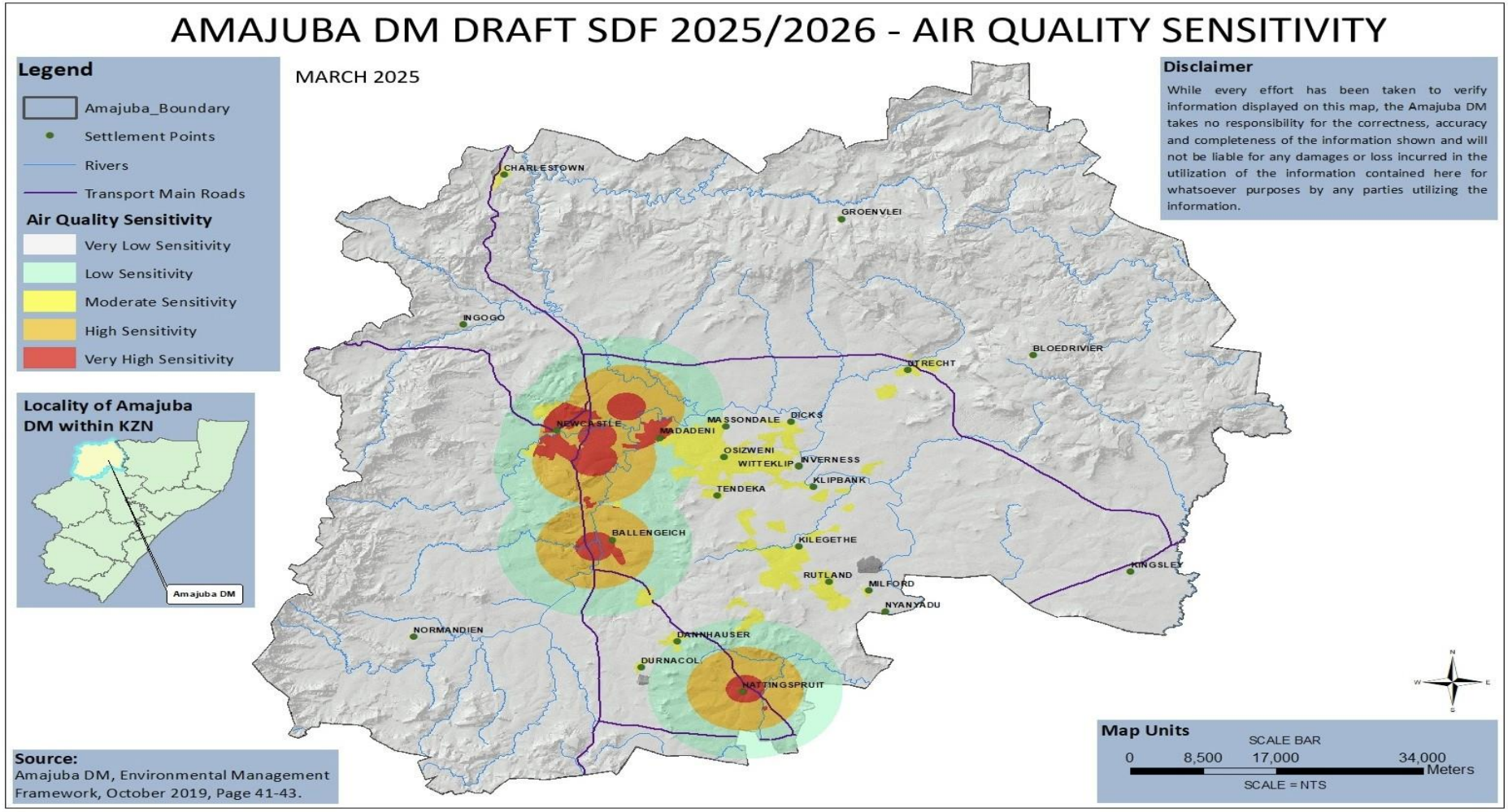
2.9.9 Air Quality Management

Section 15(2) of National Environmental Management Air Quality Act, (Act No. 39 of 2004) requires that each municipality to include an Air Quality Management Plan (AQMP) in its integrated development plan (IDP) required in terms of Chapter 5 of the Municipal Systems Act. The Act designated district and metropolitan municipalities as Atmospheric Emission Licensing authorities. In addition, they are responsible for air quality function including air quality monitoring. The Act makes provision for the setting and formulation of National ambient air quality standards, while it is generally accepted that more stringent standards can be established at the Provincial and Local levels. Emissions are controlled through the listing of activities that are sources of emission and the issuing of emission licences for these listed activities.

Local Municipalities do not have enough capacity in terms of personnel, budget, or equipment to undertake their air quality functions in terms of the Air Quality Act. Therefore, few air quality management or control functions are undertaken by the Local Municipalities. Air quality support is provided to the Local Municipalities from Province and District. Basic air quality management at Local Municipalities forms part of the functions of the Department Planning and Development. The district municipality in association with the local municipalities continuously attend to all air quality complaints.

The Amajuba District Municipality is rated is a "potentially poor" air quality area. The environmental unit conducts monthly baseline studies using Radiello passive badge diffusive samplers. The selection of sampling sites is based on a few reasons, for example industrial sources of pollution. Pollutants that are monitored include: SO2, NO2, HF, N2S, and BTEX. The diffusive samplers assist the town in

ensuring proper zoning as well as ensuring facilities develop environmental management plans and thus minimize pollution while producing their activities. The ADM has drafted and adopted an AQMP. There are four continuous air quality monitoring systems in the area, three of which are owned and operated by industries and one by government. These systems comprise are privately, National and Provincial Departments. Private institutions being Arcelor Mittal, LANXESS and NPC-Cimpor. Government department include KwaZulu-Natal Department of Agriculture, Environment and Rural Development. The National Department of Environment Affairs (DEA) conducts passive sampling in the following areas: Madadeni SAPS Station, Semi Industrial Area and Industrial Area. The map below indicates areas relative to emission sensitivity levels.



Map: 28 Air Quality Sensitivity

Source: (Amajuba District Municipality, 2023)

Contributors to Air pollution in the Amajuba District Municipality are from the following activities Metallurgical Industry:

Table: 43: Air Quality Contributors

EMADLANGENI LM	NEWCASTLE LM	DANNHAUSER LM
Biomass burning	Iron, Steel, Ferroalloy industries and foundries Inorganic Chemicals Industry	Mineral Processing, storage and handling
Mineral	Organic Chemicals Industry	Metallurgical Industry
Processing	Carbonization and coal	Domestic fuel burning
storage and handling	Gasification	Inorganic Chemicals Industry
Domestic fuel burning	Dust from Untarred roads	Combustion installations
Dust from gravel roads	Mineral Processing, storage and handling: - mining, brick production, cement production	Biomass burning
	Combustion installations: Domestic Fuel Burning, boilers Thermal treatment of hazardous and general waste Biomass burning	

There are numerous registered emitters located in the district, particularly in the Newcastle area. In addition to these registered industrial emissions, impacts are reportedly from vehicular emissions, mining activities and impacts imported from higher lying neighbouring regions. The present state of air quality is as follows:

Perceptions: There is a perception amongst stakeholders that air quality is bad within the district particularly due to industrial activity.

Monitoring: Monitoring data for the ADM is very limited. That which is available indicates that air quality in the Newcastle area is compromised, however not to the extent of exceeding national standards.

Impacts: The limited air quality monitoring data available indicates that NAAQS standards are generally not exceeded.

- Census data indicates that most high-density human settlement areas are located outside the highest impact area for industrial emissions.
- Air quality has the potential to be a key constrain to development as continued deterioration of air quality may eventually surpass safe limits.
- The air quality impacts within the district are attributed to several different sources including industrial emissions, domestic burning, and transportation. Mining and mine waste additionally contribute to particulate matter pollution.
- EDTEA monitoring data indicates that the gaseous ratio of SO2 to NO2 is biased towards NO2. This suggests that vehicle emissions play a leading role in AQ impacts.
- The 'bowl like' topography of the district means that dispersion of pollutants is relatively poor. In addition, this means that impacts from activities in higher lying neighbouring areas also impact the district.

2.9.10 Solid Waste Management

Solid Waste Individual LMs are responsible for waste management in their municipal areas and are solely responsible for the collection and disposal of waste and the management of their waste disposal sites. Ten registered landfill sites are located within the NLM of which nine are classified as H:H – that is hazardous facilities. These H:H sites are managed by private sector entities. A registered general waste disposal site is in Newcastle adjacent to the Newcastle airport. This facility is the largest in the district and is managed by Newcastle LM. In 2004, this site was reported as having sufficient airspace for another two years of operation (Sivest 2004). This site is still however being used today. A new site has been identified and the Newcastle LM is in the process of seeking environmental authorisation for this facility. A key environmental concern with the siting of a landfill site is the potential for such a facility to contaminate groundwater, particularly given the shallow groundwater table across much of the Buffalo River basin. Unregistered waste disposal sites are in Charlestown, Dannhauser Landfill Site for Dannhauser LM is also licensed, whilst waste disposal site located in Emadlangeni LM is operating illegally because they only have been granted closure license.

2.9.11 Spatial and Environmental Programmes

Current status on projects

- AQMP implementation, the ADM is conducting air quality monitoring programme (the budget is R120 000) using Radiello Passive Samplers (screening method- short term), this method is used to identify hotspots for future monitoring. The passive diffuse samplers measure the ff pollutants, Btex, HF/ SO2/NO2, VOCs (e.g., Benzene), NH3 and H2S.
- Continuous monitoring station is a long-term plan, requires committed and sufficient budget.
- CCRP implementation -The ADM has implemented Removal of Alien and Invasive species programme at Balele Game Park, under Emadlangeni LM). Since LM is a water scarce area, this project has contributed to ground water flow preservation which should improve water availability. Removed alien will be replaced by indigenous vegetation.
- Climate Change adaptation project(budget is R220 000) – The ADM is currently implementing, the project is focusing on the following: restore and rehabilitate degraded land-Planting of drought tolerant vegetation (trees, shrubs & grass)-Environmental Education &Awareness (climate change adaptation)

Below are proposed Environmental Management projects for 2025/26 -2026/27.

Table: 44: Environmental Management Projects

Project Name	Responsibility	Project Objective	Funding Source	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Waste Pickers/ Collectors Support Programme	Environmental Management Unit	The main objective of the proposed program is to support informal or formal waste pickers / collectors/ reclaimers with recycling equipment such as covid 19 PPE(gloves, cloth mask and sun hat), 1 ton bulk bags, folding nose trolleys	Amajuba DM	150 000	200 000	250 000	300 000	350 000
IWMP development	Environmental Management Unit	Development of the Integrated Waste Management Plan for the ADM. The development of the new IWMP will enable the Municipality to comply with the new waste management legislations and requirements	DFFE/EDTEA	700 000	700 000	-	-	-
Ambient air quality monitoring	Environmental Management Unit	According to the ADM AQMP the main pollutants identified to be of concern in the Amajuba DM are PM and SO2. These pollutants may have significant impacts on environment and human health and are listed under seven criteria air pollutants on the South African Ambient Air Quality Standards. The monitoring network will assist the ADM to have a reliable data and the status qou of ambient air quality.	DEFF/EDTEA/ADM	550 000				

Climate smart agriculture with digital, solar and biogas solutions	Environmental Management Unit	Climate change has intensified the challenges faced by agricultural sector within the ADM. One of the proposed mitigation measures in agricultural system the ADM must support farmers by implementing climate smart agriculture projects.	ADM/DEFF/EDTEA/DARD	1 000 000	1 000 000	1 000 000	1 000 000	1 000 000
Sustainable Land Management (rotational grazing & land restoration and rehabilitation	Environmental Management Unit	Sustainable land management comprises measures and practices adapted to biophysical and socio-economic conditions aimed at the protection, conservation, and sustainable use of resources (soil, water and biodiversity). The project will assist the ADM to restore the degraded natural resources and their ecosystem functions.	ADM/DFFE/EDTEA/DARD/	400 000	500 000	600 000	650 000	700 000
Removal of alien and invasive species (to be extended in other parts of the district, mainly the areas identified to be most vulnerable in	Environmental Management Unit	Removal of Alien and Invasive species programme, Since the ADM is a water scarce area, this project will contribute to ground water flow preservation which should improve water availability. Removed alien will be replaced by indigenous vegetation This is adaptation project in response to water sector vulnerabilities identified during the LGCCSP process.	ADM/DFFE/EDTEA	500 000	550 000	600 000	650 000	700 000

terms of water availability).								
Green Economy Projects Development	Environmental Management Unit	To facilitate, encourage and support the development of an enabling environment for LED; To facilitate strategic relations that will unlock economic opportunities & respond to climate change	Amajuba DM	300000	312000	324000	330000	360000

Planned projects for the Spatial and Environmental unit for the 2023/24 financial year must be enlisted below as per MSCOA guidelines.

Table: 45: MSCOA Guidelines

IDP NO	NATIONAL KPA	STRATEGIC OBJECTIVE	MUNICIPAL PRIORITY OR IDP PROGRAMME	PROJECT NAME	PROJECT DESCRIPTION	PROJECT SEGMENT	COSTING SEGMENT	FUCTION SEGMENT	FUNDING	REGION SEGMENT	MUNICIPAL STANDARD CLASSIFFICATION	2021/22 BUDGET FORECAST	2022/23 BUDGET FORECAST	2023/24 BUDGET FORECAST
OPERATIONAL PROJECTS														
P&D 1	Spatial Planning and Environmental Management	To facilitate & coordinate spatial development.	Municipal Planning	DC25_O0000001_SDF Review	Review of Spatial Development Framework (SDF) 2019/20	Operational/Typical Workstreams/ Spatial Planning	Default as it is a primary transaction	Planning & Development/Core Function/Development Facilitation	Fund: Operational: General revenue: Equitable Share	Regional Identifier: LG by Province: KZN: District municipalities: DC25 Amajuba: Whole of district	Planning & Development Services/Planning Unit	R 600 000	R 600 000	
P&D 2	Municipal Institutional Develop	To achieve sound governance,	Integrated Service Delivery	DC25_O0000004_ICT	Renewal of Software Licenses 2020/21; Compensat	Operational/Municipal Running Cost	Default as it is a primary transaction	Finance & Administration/Core Function/Informatio	Fund: Operational: Revenue:	Regional Identifier: LG by Province: KZN:	Planning & Development Services	R550 000	R550 000	

	ment and Transformation	management, administration, and equity as per local government guidelines			ion of Employees; Trainings and Workshops			n Technology: Planning and Development/Core Function/Economic Development and Planning: Planning and Development/Core Function/Support to local Municipalities	General Revenue: Equitable Share	District municipalities: DC25 Amajuba: Head Office or Administrative			

2.9.12 BELOW ARE THE KEY CHALLENGES, RISKS, AND PROPOSED INTERVENTIONS:

Table: 46: Cross Cutting key challenges , Risk, proposed interventions

Challenge	Risks	Proposed Interventions
Poor participation in IGR by internal and external stakeholders including Local municipalities (no consequence management);	Weak intergovernmental coordination	strengthen the functionality and effectiveness of IGR structures (e.g. District IGR Forum, Technical IGR)
Outdated sector plans that affect the credibility of the IDP	Poor IDP	Sector plans must be updated
Lack of cooperation on the monitoring and evaluation on the implementation of the IDP	Poor service delivery	Continuous monitoring and evaluation of the implementation of the IDP
Outdated data/information on demographics which hinders future planning	Allocation of resources to communities for services.	Strengthen GIS interrelationships
Sector departments project nonalignment	Duplication of services	Improved collaboration
Spatial locality of projects not defined	Incorrect mapping information	Accurate Geo-referencing coordinates needs to be provided
Delay in filling of the Assistant Director Air Quality Management post.	Noncompliance with the Act leading to vindication.	Fill the post
There is no dedicated official to perform Climate Change duties.	Strategy will not be implemented.	Allocate Human Resource
Budget Constraints	Community Riots/Uprising	Correct budget allocation
IT Staff Shortage	Major IT Systems Failures	Filling of posts
Poor Infrastructure Support for: Faulty Network Points *Internet, Telephones and Printers*	Major IT Systems Failures	Corporate Services to continuously upgrade infrastructure

Outdated devices – lead to ICT Staff attending to challenges caused by these devices.	Crucial duties not performed due to attending to outdated devices	Timeous upgrade of devices
Staff and Councilor Training on ICT Policies.	Staff and Councillors are not able to perform their duties in line with policies.	Staff and Councillors on ICT to be conducted on a regular basis
Coordination of external service providers with ICT Unit.	Major IT Systems Failures	Improved coordination between ICT and external service providers.
Replacement of Computers, Printers and Projectors.	Wrong specification of computer equipment and projectors Non compatible printers with IT Systems Devices not replaced when they should	Centralised procurement of computers, printers and projectors by ICT

2.10 CROSS CUTTING SWOT ANALYSIS

Table: 47:Cross-cutting Analysis

STRENGTHS	WEAKNESSES
Amajuba is positioned within a region that is rich in terms of natural resources which includes Ncandu and Chelmsford Reserves at the foothills of the Drakensberg. Newcastle is the established economic hub (commercial and industrial) of the district with market that covers the northern of KwaZulu-Natal, Mpumalanga, and Free-State. N11 is an existing important trade route which has recently upgraded. R34 links the district with Richards Bay Trade Port. Amajuba entails all the priority sectors (Agriculture, Manufacturing, Tourism and Retail/ Wholesale/ Business Sector) that are advocated by the national and provincial policies. The PGDS identified Newcastle Town as a Value Adding Area, while the areas that surround this town are requiring economic support. Emadlangeni is a provincial priority in terms of agricultural investment. Emadlangeni and Dannhauser are a provincial priority in terms of mandated service delivery. The space economy of the district is beyond one (KZN) province since Amajuba is 144km away from Harrismith (Free-State), 152km from Ermelo (Mpumalanga), 259km from Pietermaritzburg (KwaZulu-Natal), 291km from Johannesburg (Gauteng) and 339km from Durban (KwaZulu-Natal). This implies that there are a lot of residents in Free-state and Mpumalanga who travel to Newcastle for commercial and trade services since it is larger than Harrismith and Ermelo but closer than Pietermaritzburg, Johannesburg, and Durban.	Service backlogs especially in rural areas. Some of the villages has benefitted from formal spatial planning processes while others have not, and this has a potential to compromise uniformity as advocate by the Spatial Land Use Management Act No. 13 of 2013 (SPLUMA). Poverty is high (52.2% of the population qualify as indigents) Newcastle accounts for 88% of GVA which implies that the district economy is not diversified. Impact of Post-Apartheid Spatial Planning Legacy is still evident. Rural settlement pattern is very fragmented with poorly resourced rural centres, and this implies that people are dependent on services that are located far away. Lack of wall-to-wall schemes within municipalities implies that uniformity cannot be attained in terms of land use management. Land reform processes are slow and may result on the agricultural land to lose its value (especially if it will transform into rural settlements). The areas that face a great level of hardship in terms of bulk water infrastructure are mainly in Dannhauser and Emadlangeni. Challenges - Existing densely populated settlements needs to move away from VIPs to waterborne sewerage. Some plants are already operating at full capacity e.g., Osizweni. 35% of households are encountering sanitation backlogs.

The area has a growing population which is positive for future development. There is a fair spread of electricity network within the district. There is a landing strip in Newcastle which act a positive role in terms of the manufacturing sector. Terrain is mostly gentle within the urban areas and major settlement areas. Amajuba DM has an EMF which will Integrates environmental sustainability into municipal planning and operations. All emissions have been registered and included in the district's emissions inventory and monitored and regulated as described in the ADM AQMP The ADM has developed and endorsed climate change response plan which outlines risk and vulnerabilities	There are challenges with many local and district roads particularly due to the condition. Backlogs in terms primary schools (4 Schools) and Secondary & Combined (21 Schools) There is no commuter rail. The geology of the area indicates that the towns of Newcastle and Dannhauser are surrounded by intrusive dolerite rock characteristics therefore future expansion of these towns may be affected. Climate change mitigation strategies and policies have not been fully implemented due to lack of resources. Lack of fully functional Disaster Management Centre.
OPPORTUNITIES	**THREATS**
Agriculture (particularly livestock or beef production) is an existing sector with further opportunities for growth. Emadlangeni has the largest surface area within the district with the high potential land for stock farming and intensive agriculture. The population is very low which implies that there is pressure of settlements to encroach on agricultural land. The PGDS has identified a high conservation and biodiversity corridor along the boundary (from south-west to north-east axis) which can play a role in terms of ecological tourism. The opportunity exists for the sector to create black emerging farmers if agricultural land is productively used.	If the service backlogs persist, then this could result in community uproar and service delivery protests. The outcome of such protest may be vandalism of existing community facilities. The transformation of agricultural land into rural settlements (especially emanating from land reform) will affect the agricultural economy, shed the number of jobs that this sector can create and delay/ hinder future investments on the agricultural sector. The surface water (major rivers and wetlands) is at the risk of transformation/ drying up due to non-conservation activities (i.e. mining). Biome is one of the most threatened of the 7 biomes found in South Africa. Northern KZN Moist Grassland is vulnerable while the Glencoe Moist and Income Sandy Grasslands are endangered and endemic to KZN. Most of this

There are capacity challenges at the District in terms of human resource and financial resources to implement the Climate Change programmes effectively.	vegetation is being transformed by agriculture, mining, alien plant invasion and infrastructure development. Industrial areas are often located next to water resources within the Newcastle Local Municipality. Lack of Air Quality data within the district, giving a poor understanding of the quality of air within the District. Certain pollutants affect residential areas within the ADM. High potential agricultural land is a scarce resource and is under threat from expansion of urban settlements, mining and alien invasive plants.

2.11 DISASTER MANAGEMENT

Municipal Legislative Mandate (Disaster Management, Fire and Rescue Services)

Constitution of the Republic of South Africa Act 108 of 1996

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

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

Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district and local authorities) to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.

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

- Allocate sufficient human, financial and other resources necessary for the proper provision of the service; and
- Transform the provision of that service in accordance with the requirements of this Act.

The National Disaster Management Framework (Notice 57 of 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPAs) and three Enablers.

KPA three (3) on “Disaster Risk Reduction” (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation.

Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

- anticipate the types of disaster that are likely to occur, in the municipal area and the possible effects;
- place emphasis on measures that reduce the vulnerability of disaster–prone areas, communities and households;
- take into account indigenous knowledge relating to disaster management;
- promote disaster management research;
- identify and address weaknesses in capacity to deal with possible disasters;
- provide for appropriate prevention and mitigation measures;
- establish strategic communication links; and
- facilitate maximum emergency preparedness and response.

Municipal Structures Act (Act 117 of 1998)

The Local Government: Municipal Structures Act, 1998 in Section 84 (1)(j) makes provision for powers and functions of district municipality to render firefighting services serving the area of jurisdiction, which includes:

(i) Planning, Coordination and regulation of fire services;
(ii) Specialised firefighting services such as mountain, veld, and chemical fire services;
(iii) Coordination of the standardisation on infrastructure, vehicles, equipment and procedures; and
(iv) Training of fire officers.

The Local Government: Municipal Structures Act, 1998 in Section 84(1) (j) read with Section 155(3) (c) of the Constitution, 1996 confers the executive authority for the provision of firefighting services to a district municipality unless an MEC has adjusted the power to a local municipality in terms of Section 85 of the Local Government: Municipal Systems Act, 2000. A district municipality, or in the case of an adjustment of the power to a local municipality by an MEC, must in terms of the Local Government: Municipal Systems Act, 2000 decide on an appropriate mechanism to perform the firefighting services.

Fire Brigade Services Act 99 of 1987

The Fire Brigade Services Act, Act 99 of 1987 (FBSA) is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination and standardization of fire brigade services.

In terms of the FBSA, local authorities are allowed to establish and maintain a fire brigade service for the following purpose:

a. Preventing the outbreak or spread of a fire;
b. Fighting or extinguishing a fire;
c. The protection of life or property against a fire or other threatening danger;
d. The rescue of life or property from a fire or other danger;

e. Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service;
f. The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on landowners a responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the association, which is led by the Chief Fire Officer of a municipal fire service. However, should a Chief Fire Officer decline to be appointed as Fire Protection Officer, a member of the fire protection association must be appointed to perform the function.

2.11.1 Status of Municipal Institutional Capacity

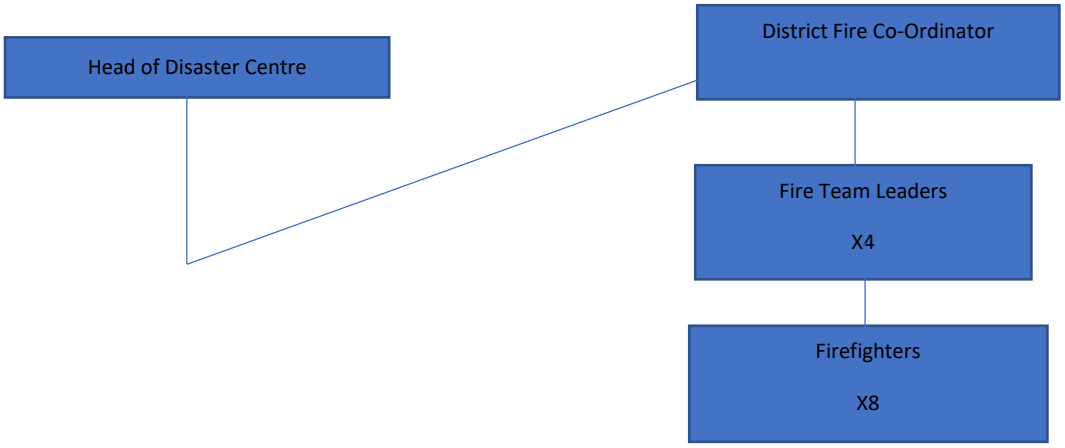
Status of District Disaster Management Centre (DDMC)

The project started in January 2014. The anticipated completion date was 11 January 2016. Due to legal imperatives the construction was put on halt. Amajuba District Municipality awarded Vumesa PTY on a turnkey project to partially complete the DDMC on the 17th of January 2023 for the duration of four months, with an amount of R 8 059 972.20. Currently Phase 1 of construction is at 99% complete with minor outstanding activities such as lift certificate compliance, automation of garage doors and installation of back-up power supply. Phase two for the completion of the DDMC is underway with a budget of 9 million, which is a grant from MIG (pg 5 of the Sector Plan).

Status of Fire & Rescue Services

The district will establish the Fire & Rescue unit once the construction of the Centre is completed. Here is the proposed structure.

Fire & Rescue Services



Amajuba District Municipality will appoint thirteen (13) fire and rescue personnel which will be filled in financial year 2025/26 pending the completion of the construction of DDMC. The DDMC will require fully fledged fire and rescue resources. Currently the municipality has one fire truck and four bakkies with two 600 litres skid unit (as stipulated in the Disaster Management Sector Plan, Pg 5-6)

Status of Municipal Disaster Management Policy Framework

The Amajuba District Municipality has formed a Technical Task Team which consists of different stakeholders for the establishment of the Policy Framework. The draft Policy Framework is due to be completed as soon as the National and the Provincial Policy Framework is completed (as stated in the Disaster Management Sector Plan, pg 6).

Status of Municipal Disaster Management Plan

The Amajuba District Municipality has formed a Technical Task Team which consists of different stakeholders for the establishment of the disaster management plan. The draft Disaster Management Plan has been completed and is currently undergoing council structures for approval (Disaster Management Sector Plan, pg 6).

The Plan aims to achieve the following objectives:

- Prevention and reduction of disaster risks;
- Mitigation of impacts; preparedness for effective response to disasters.
- Minimize loss and property damage, and quick recovery from the impacts.

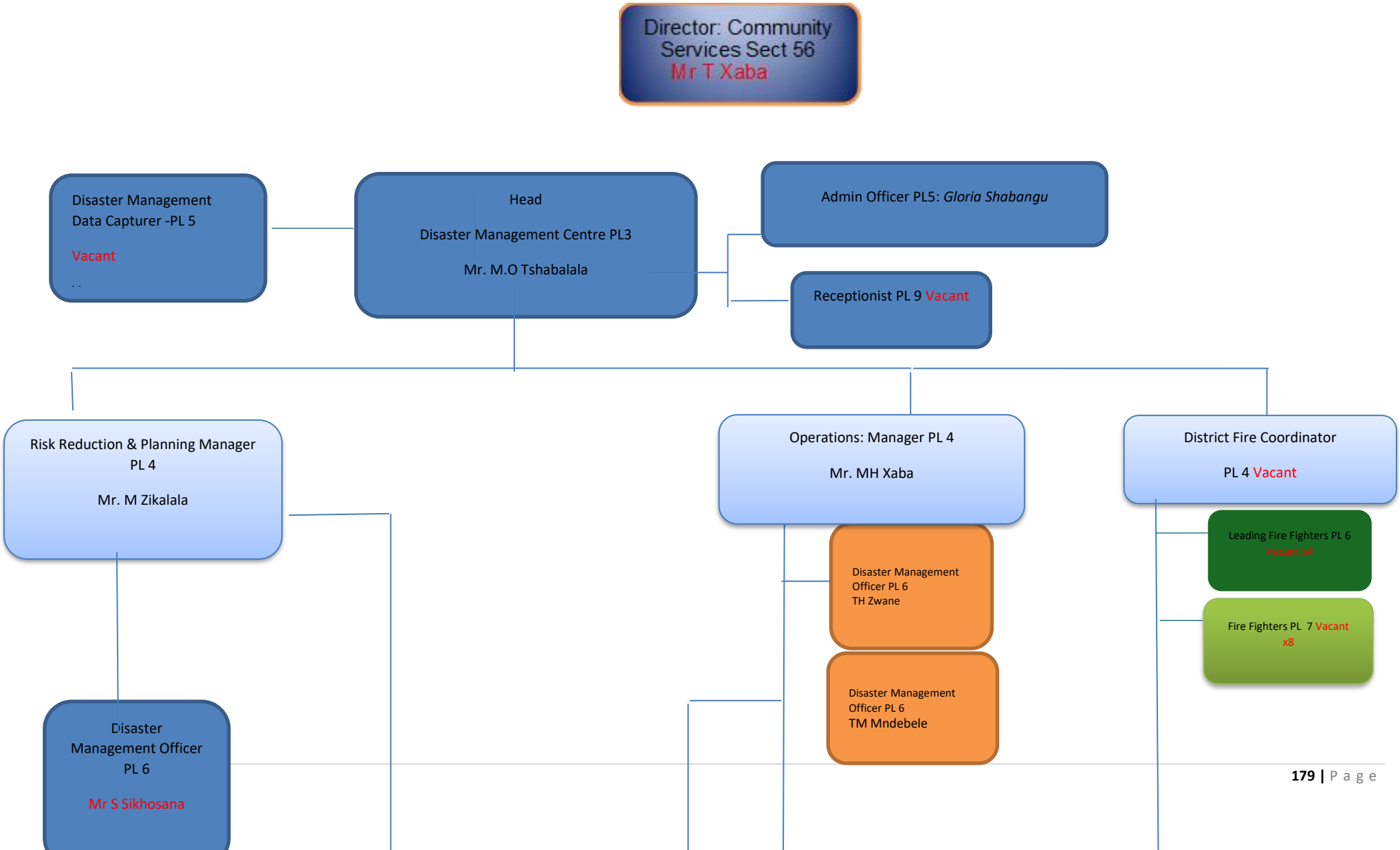
The Plan articulates actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. The Plan is a live document and as a result should be updated bi- annually.

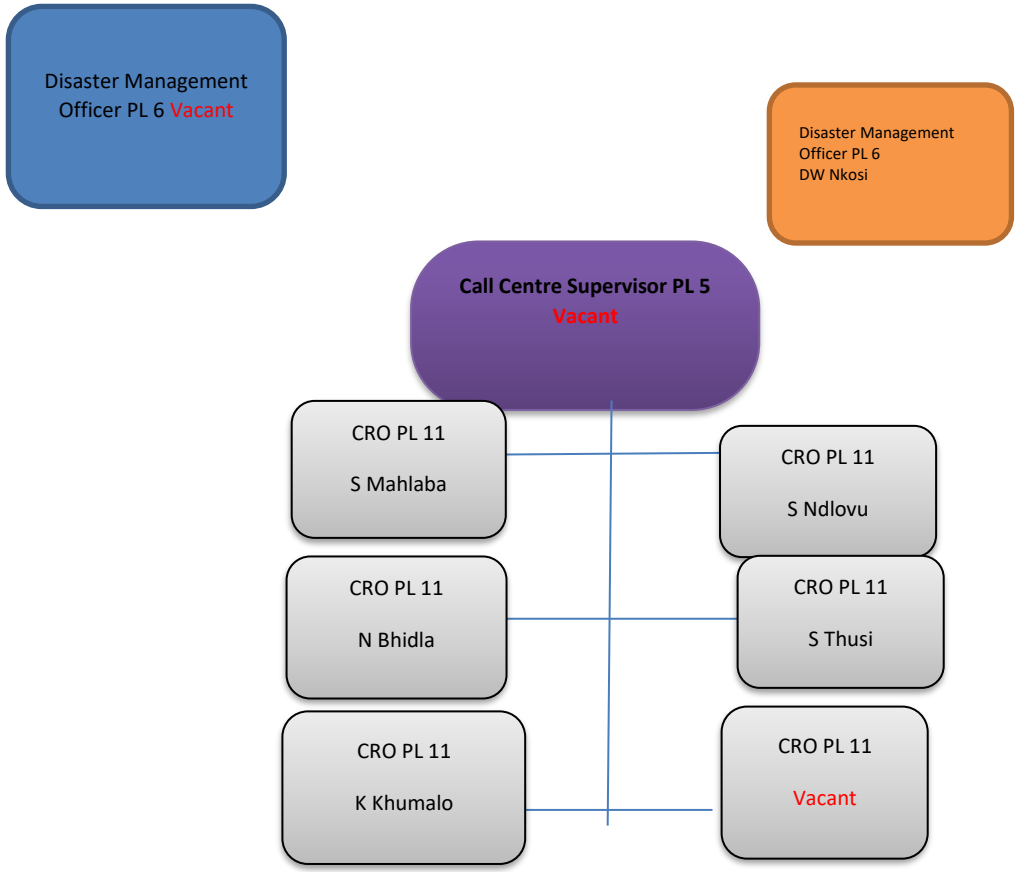
Status of Municipal Disaster Management Sector Plan

The Disaster Management Sector Plan is compiled and submitted to the Portfolio, Exco and Council for approval

Status of staff establishment

ADM DISTRICT DISASTER MANAGEMENT CENTRE ORGANOGRAM




Disaster Management Officer PL 6 Vacant
Disaster Management Officer PL 6 DW Nkosi
Call Centre Supervisor PL 5 Vacant
CRO PL 11 S Mahlaba
CRO PL 11 S Ndlovu
CRO PL 11 N Bhidla
CRO PL 11 S Thusi
CRO PL 11 K Khumalo
CRO PL 11 Vacant

Municipal Disaster Management Inter-Departmental Committee

The Inter-Governmental Committee for Community Services has been established and is functional, it sits once every quarter. It comprises of all relevant stakeholders, to address community services matters which includes disaster management issues.

District Practitioners Forum

The District Practitioners Forum is fully functional, the forum sits monthly as per the SDBIP targets are eight annually. The District Practitioners Forum consists of the District and Three Local Municipalities disaster management practitioners, other role players are invited as and when necessary.

Municipal Disaster Management Advisory Forum

The District Disaster Management Advisory Forum (DDMAF) is fully functional and sits quarterly. The forum consists of local municipalities, NGO's, sector departments, private sector, and traditional leaders etc. The objective of the Advisory Forum is to consult and engage representatives of different role players (Pg 9, Sector Plan).

Table: 48: Stakeholder Roles and Responsibilities

Stakeholder	Roles & Responsibilities
District/Local Municipality (Lead Agent)	Coordinate disaster management activities
PDMC	Support to District/Local Municipality
SAPS	Safety and security
Community Safety and Liaison	Safety and security
Social Development & SASSA	Community well-being and social relief grants
Public Works	Attend to public infrastructure damage
Agriculture & Environmental Affairs	Agricultural & environmental related conditions
Health	Attend to health issues and respond to injuries
EMRS	Emergency Medical response
RTI	Road traffic management
Human Settlement	Provision of housing
KZN wildlife	Protection of heritage species
Education	Shelter to affected communities
Transport	Road and bridges rehabilitation

Rural Development	Rural social wellbeing
Home Affairs	Destroyed/missing documents
DCS	Support with relevant resources during disaster incidents
Sport & Recreation and Arts & Culture	Support with relevant resources during disaster incidents
Uthukela Water	Assist with municipality with bulk water provision.
Transnet, Eskom, KarboChem and, Arcellor Mittal	Assist with disaster risk reduction and co-operation.
Farmers Association	Coordinate matters related to farmers
Red Cross & Al-Midaad Foundation	Assist in providing food, clothing, temporal shelter and medical care
Faith Based Organisations	To give moral support to the affected community
Traditional Healers	To assist disaster officials in finding indigenous methods to reduce disaster risk
Traditional Leaders	To communicate with municipality and communities

District Co-ordination forum: for Fire and rescue

The District Co-ordination Forum for Fire and Rescue is functional and sits quarterly. The objective of this committee is to promote an integrated and coordinated approach to fire services and rescue response capability in the District with the KZN province. This Forum consists of Department of Agriculture and Rural development, Farmers Protection association, Local Municipalities Fire and Rescue Team, and other role players (pg 35 of the Disaster Management Plan).

2.12 Disaster Risk Assessment

List of Priority Risks (Hazards)

Amajuba District Municipality is mostly threatened by the following hazards as shown on pg13 of the Sector Plan:

- Structural fires
- Veld fires.
- Lightning.
- Strong winds,
- Heavy rains
- Floods
- COVID-19
- Hailstorm
- Drowning
- Drought
- Hazmat
- Water Borne Disease
- Animal Borne Disease

Schematic Risk Profile of Newcastle LM (Sector Plan, pg 13-14)

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Green= Low; Light Green= Very low

Table: 49: Schematic Risk Profile of Newcastle LM

HAZARD	Structural Fire	Veld Fire	Strong Wind	Lightning	Heavy Rain Fall	Hailstorm	Snow	Floods	Drought	Drowning
WARD 1										
WARD2										
WARD 3										
WARD 4										
WARD 5										
WARD 6										
WARD 7										
WARD 8										
WARD 9										

WARD10										
WARD11										
WARD12										
WARD13										
WARD14										
WARD15										
WARD16										
WARD17										
WARD18										
WARD19										
WARD20										
WARD21										
WARD22										
WARD23										
WARD24										

WARD25										
WARD26										
WARD27										
WARD28										
WARD29										
WARD30										
WARD31										
WARD32										
WARD33										
WARD34										

Schematic Risk Profile of Emadlangeni LM (Sector Plan, pg14-15)

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Green= Low and Light Green=Very Low

Table: 50: Schematic Risk Profile of Emadlangeni LM

HAZARD	Structural Fire	Veld Fire	Strong Wind	Lightning	Heavy Rain Fall	Hailstorm	Snow	Floods	Drought	Drowning
WARD1										
WARD2										
WARD3										
WARD4										
WARD5										
WARD6										

Schematic Risk Profile of Dannhauser LM (Sector Plan, 15)

Colour Codes: Red=Very High; Orange=High; Yellow=Medium; Green= Low and Light Green=Very Low

Table: 51: Schematic Risk Profile of Dannhauser LM

HAZARD	Structural Fire	Veld Fire	Strong Wind	Lightning	Heavy Rain Fall	Hailstorm	Snow	Floods	Drought	Drowning
WARD1										
WARD2										
WARD3										
WARD4										
WARD5										
WARD6										
WARD7										
WARD8										
WARD9										
WARD10										
WARD11										
WARD12										
WARD13										

Amajuba District Municipality Seasonal Calendar:

Table: 52:Seaonal Calendar

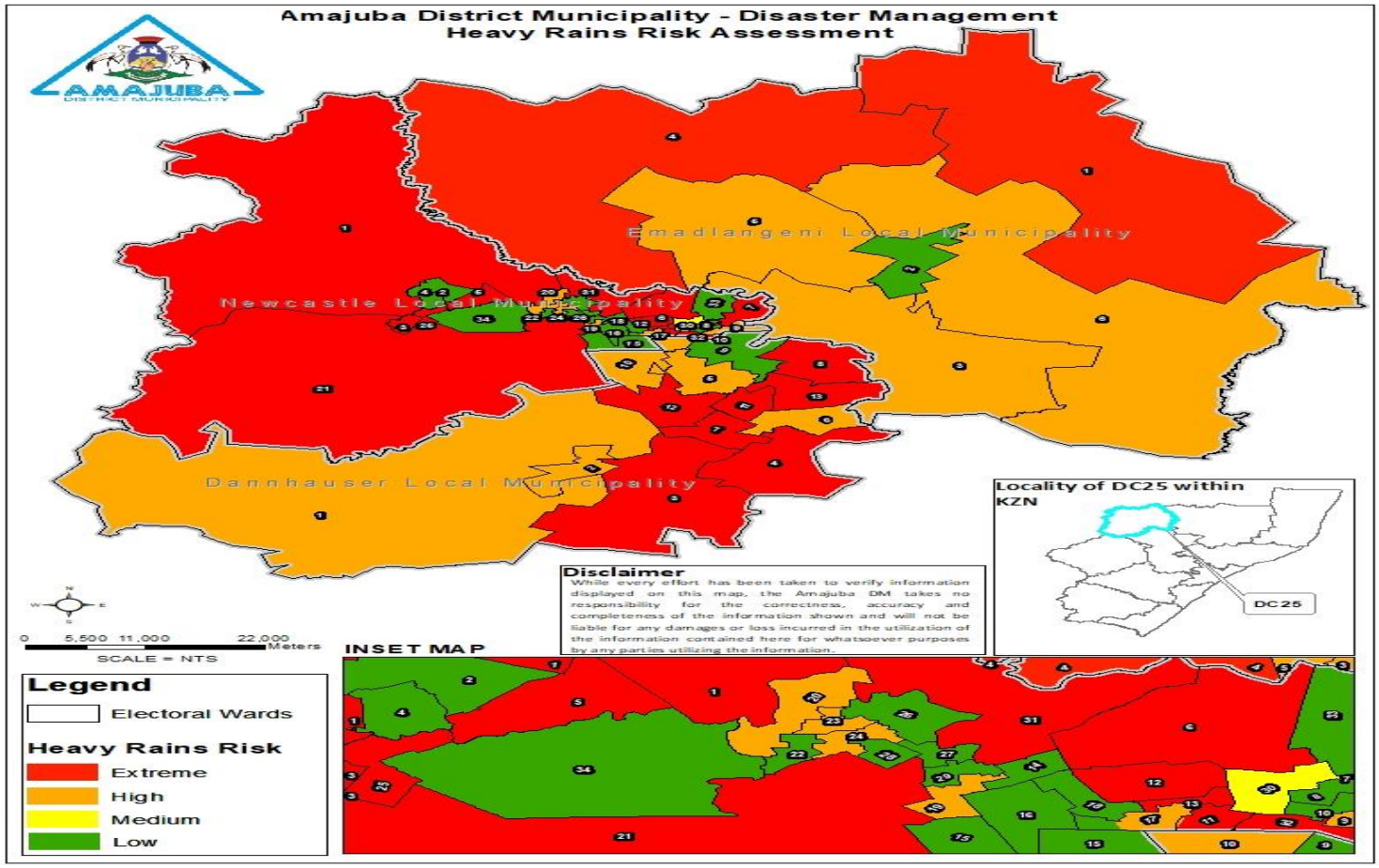
The Risk values are shown for the district below:

Hazard	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug.*	*Sept*	*Oct*	*Nov*	*Dec*
Structural Fire												
Veld fire												
Heavy Rainfall												
Strong Wind												
Floods												
Thunderstorm												
Extreme Colds												
Extreme Heat												
Drought												
Human disease												
Animal disease												

Table: 53: Risk Values for the District

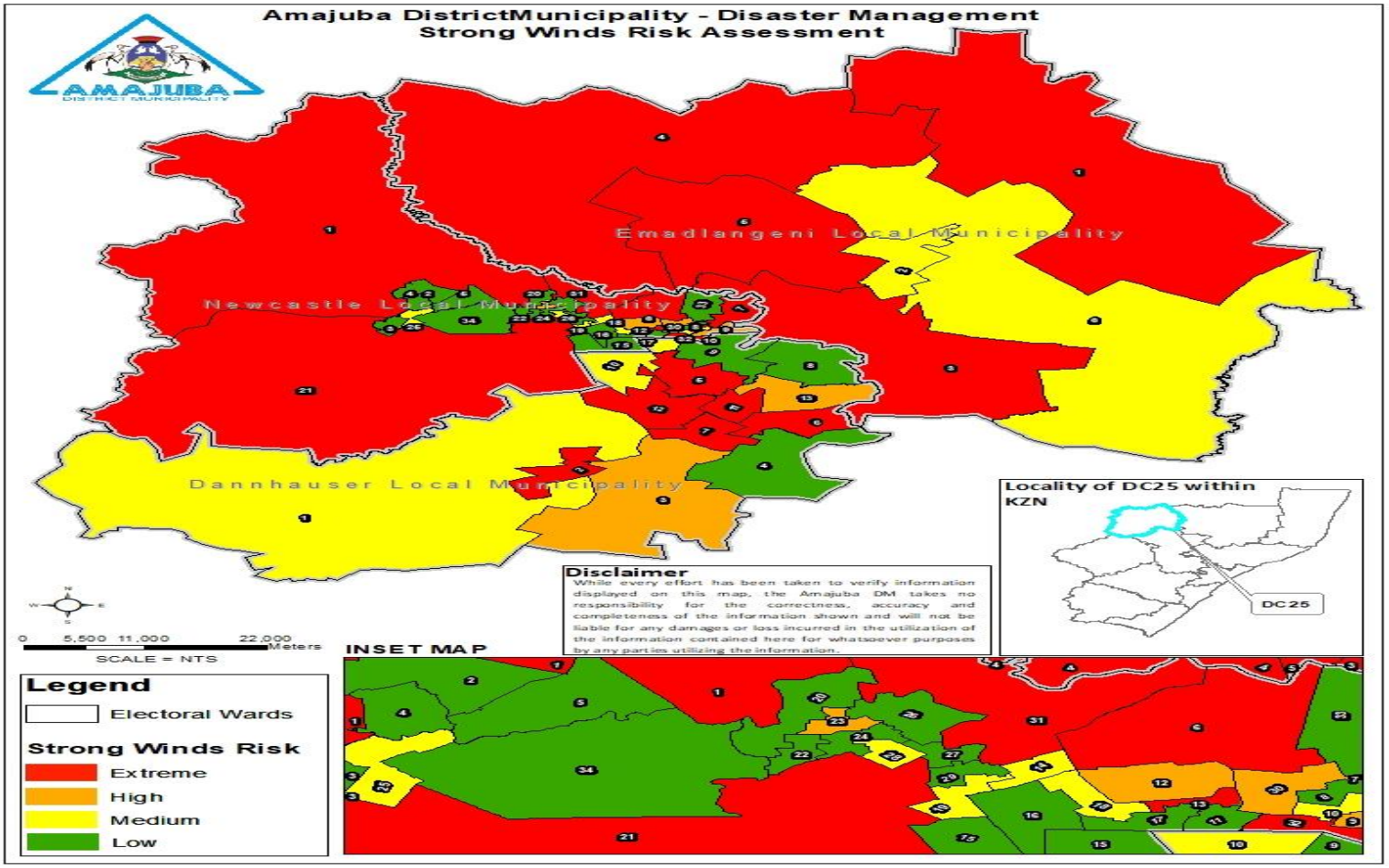
Main Category (District risk rating)	Risk (District)
Fire Hazards - Veld/Forest Fires	Very high
Fire Hazards - Informal Settlements / Urban Area	Very high
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	High
Hydro-meteorological Hazards - Severe Storms (Lightning)	High
Hydro-meteorological Hazards - Severe Storms (Wind)	High
Hydro-meteorological Hazards - Severe Storms (Hail)	High
Hydro-meteorological Hazards - Floods (River & Urban)	High
Disease / Health - Disease: Animals	Moderate
Hydro-meteorological – Drought	Low
Hydro-meteorological Hazards - Severe Storms (Snow)	Low
Hazardous Material - Hazmat: Spill/Release (Storage & Transportation)	Very low
Structural Failure - Dam failure	Very low

Heavy Rain Risk Map



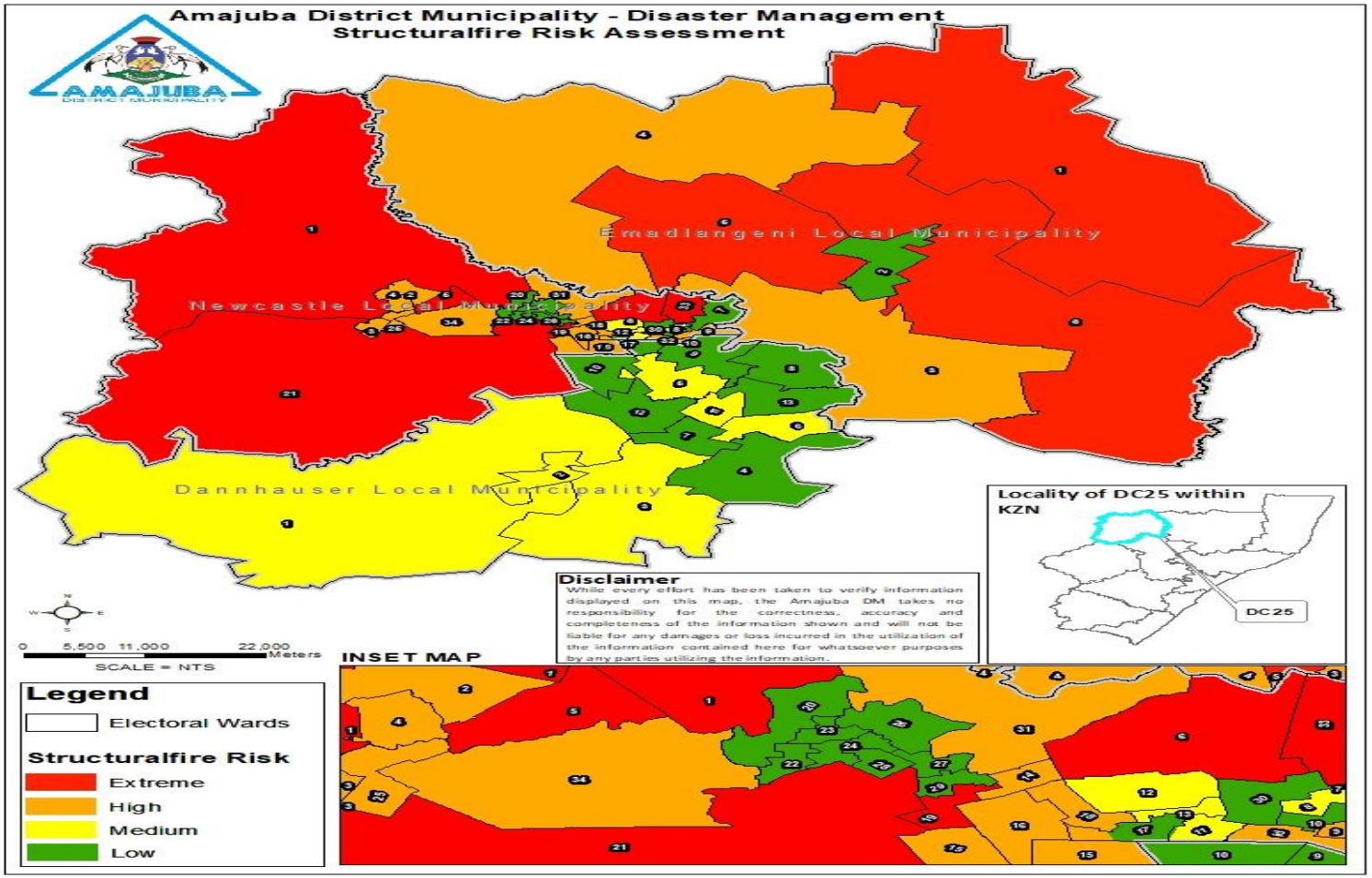
Map: 29 Heavy Rains Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



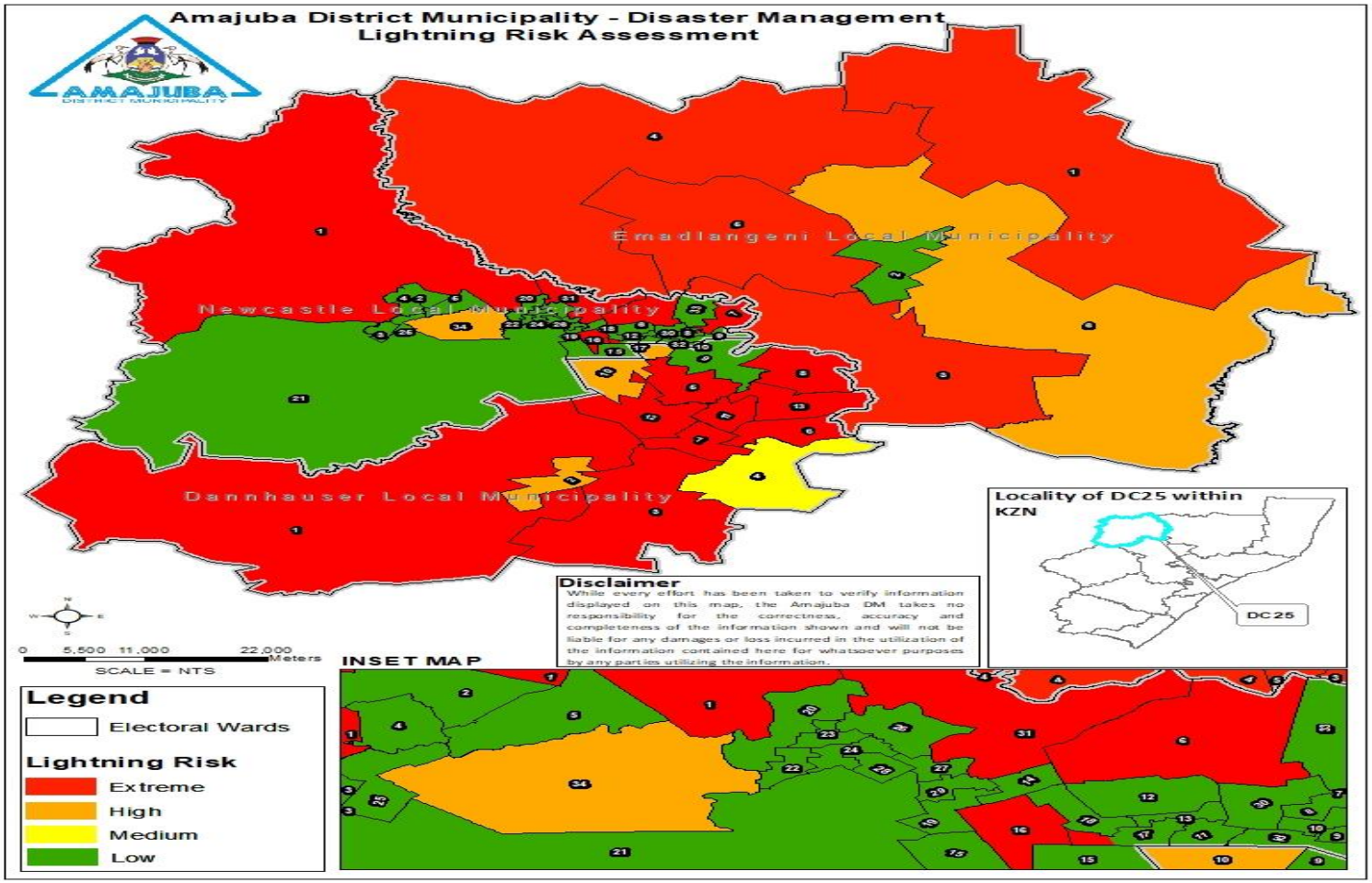
Map: 30 Strong Winds Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



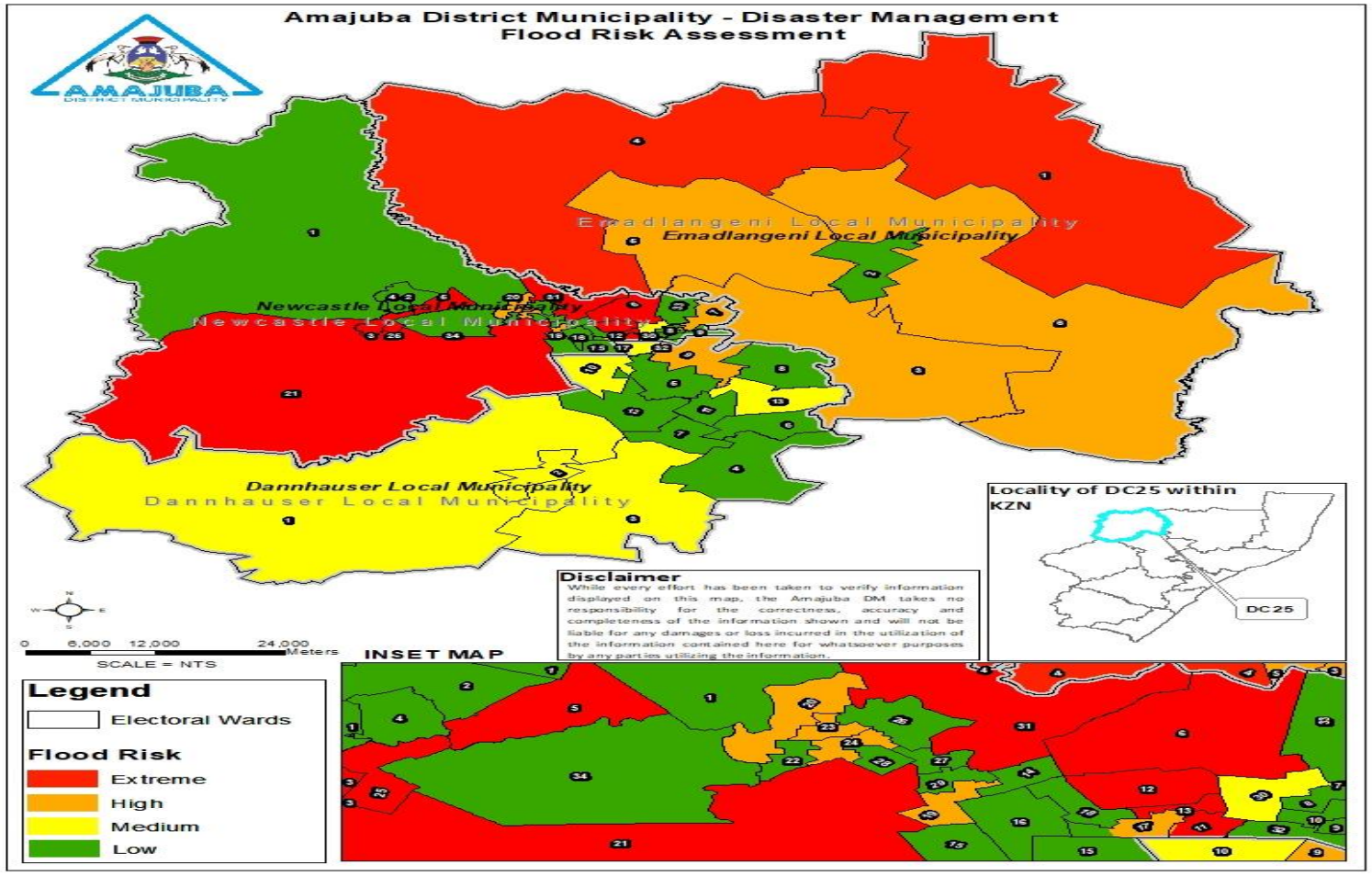
Map: 31 Structural fire Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



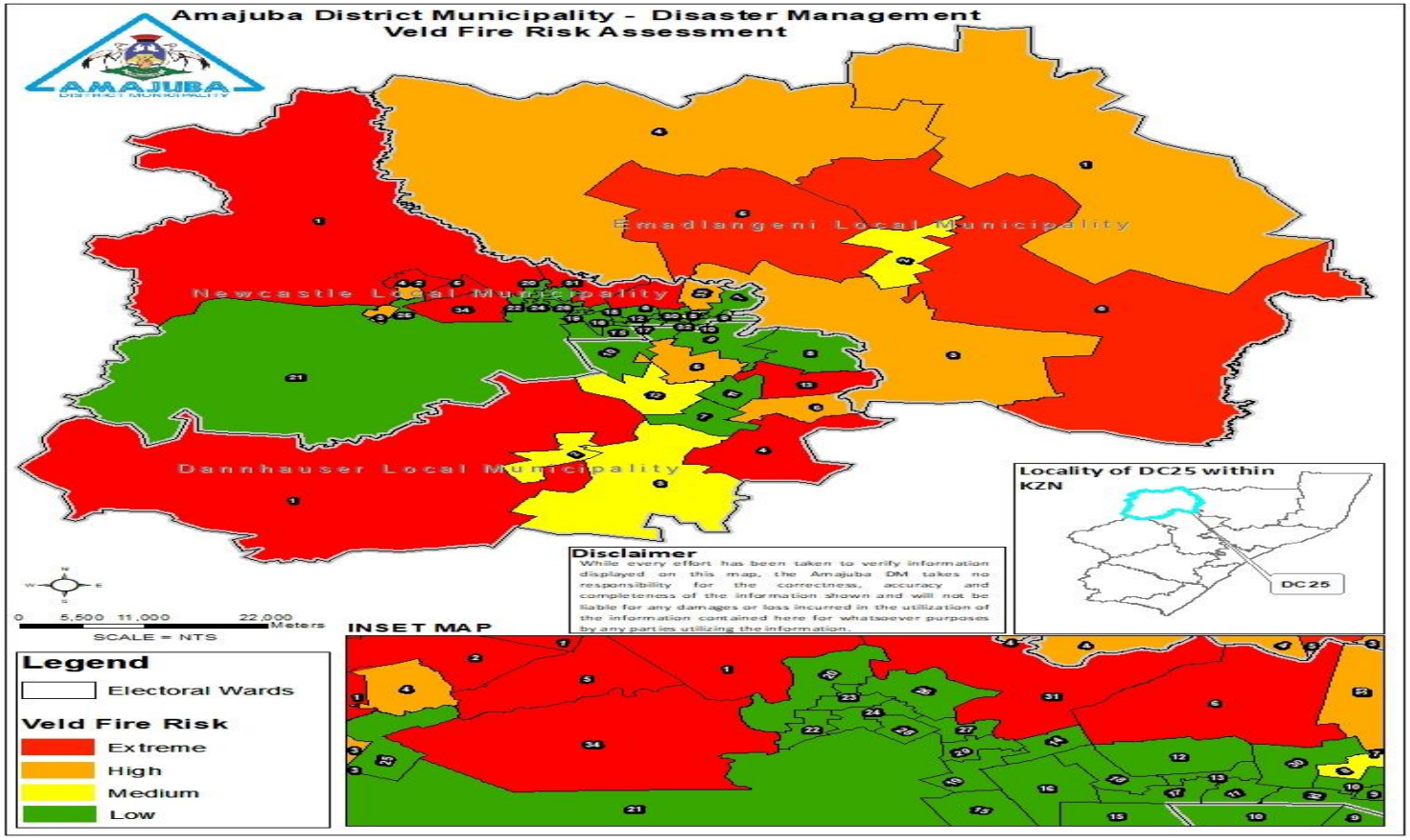
Map: 32 Lightning Risk Assessment

Source: (Amajuba District Municipality, 2023)



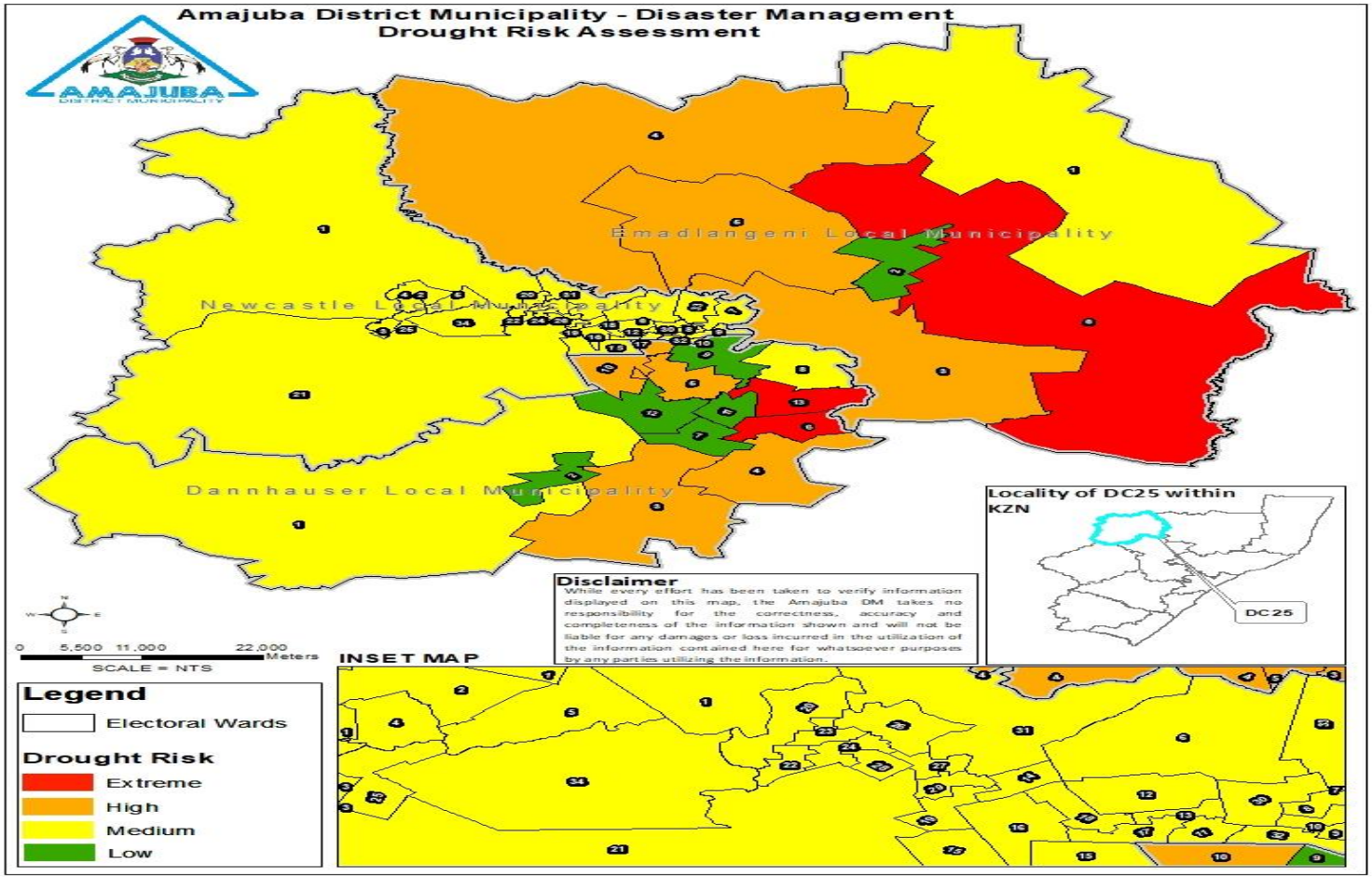
Map: 33 Flood Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



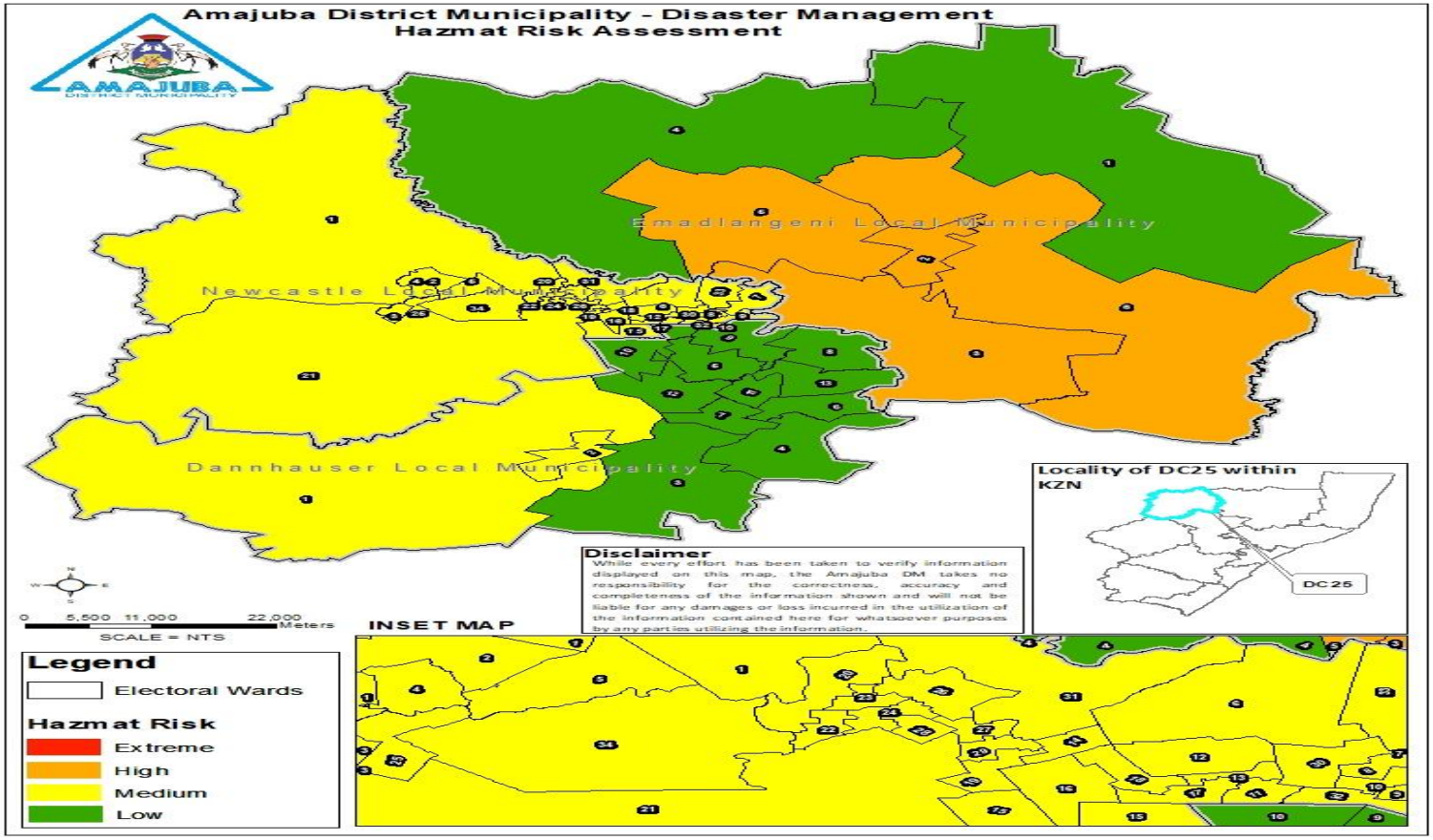
Map: 34 Veld Fire Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



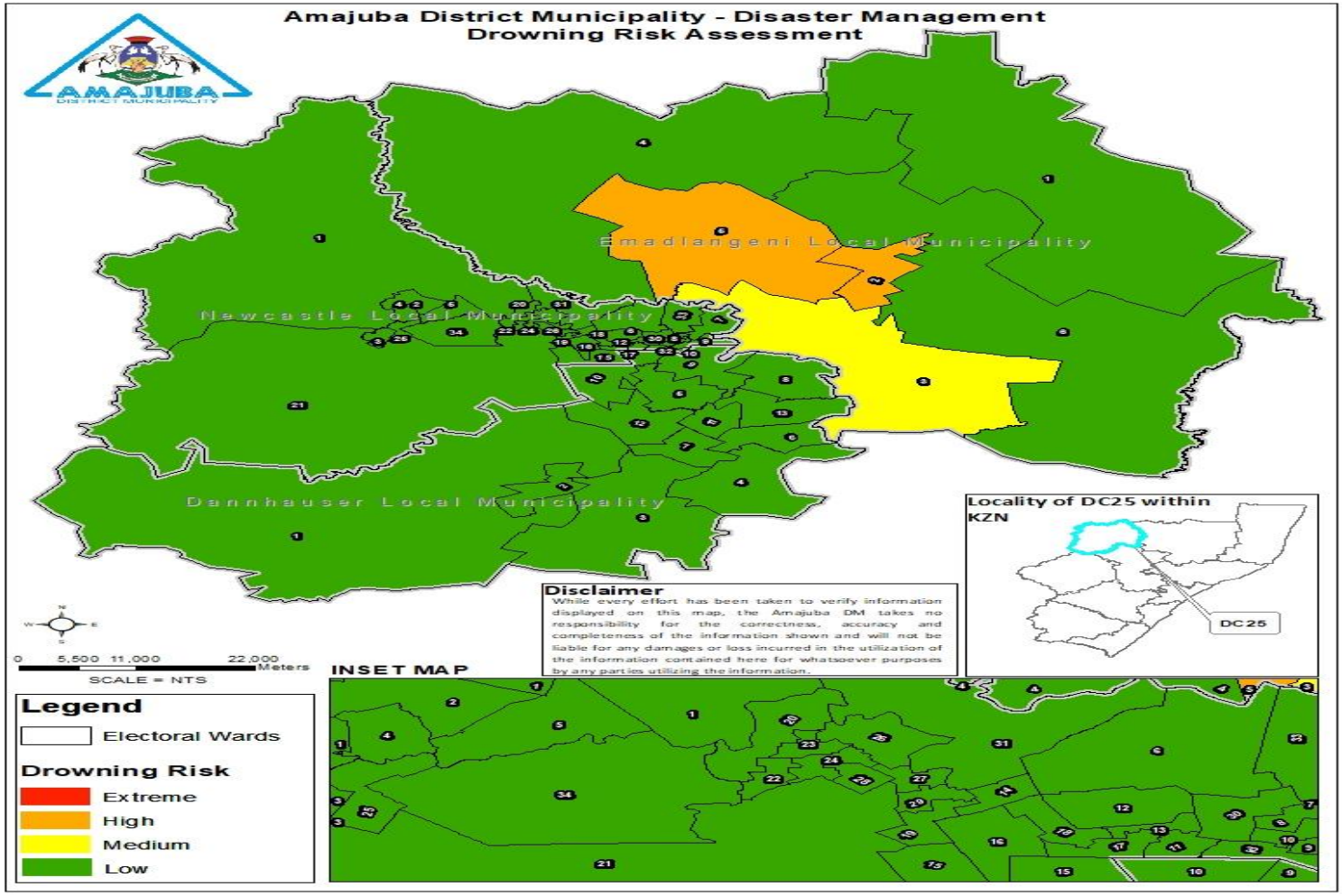
Map: 35 Drought Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



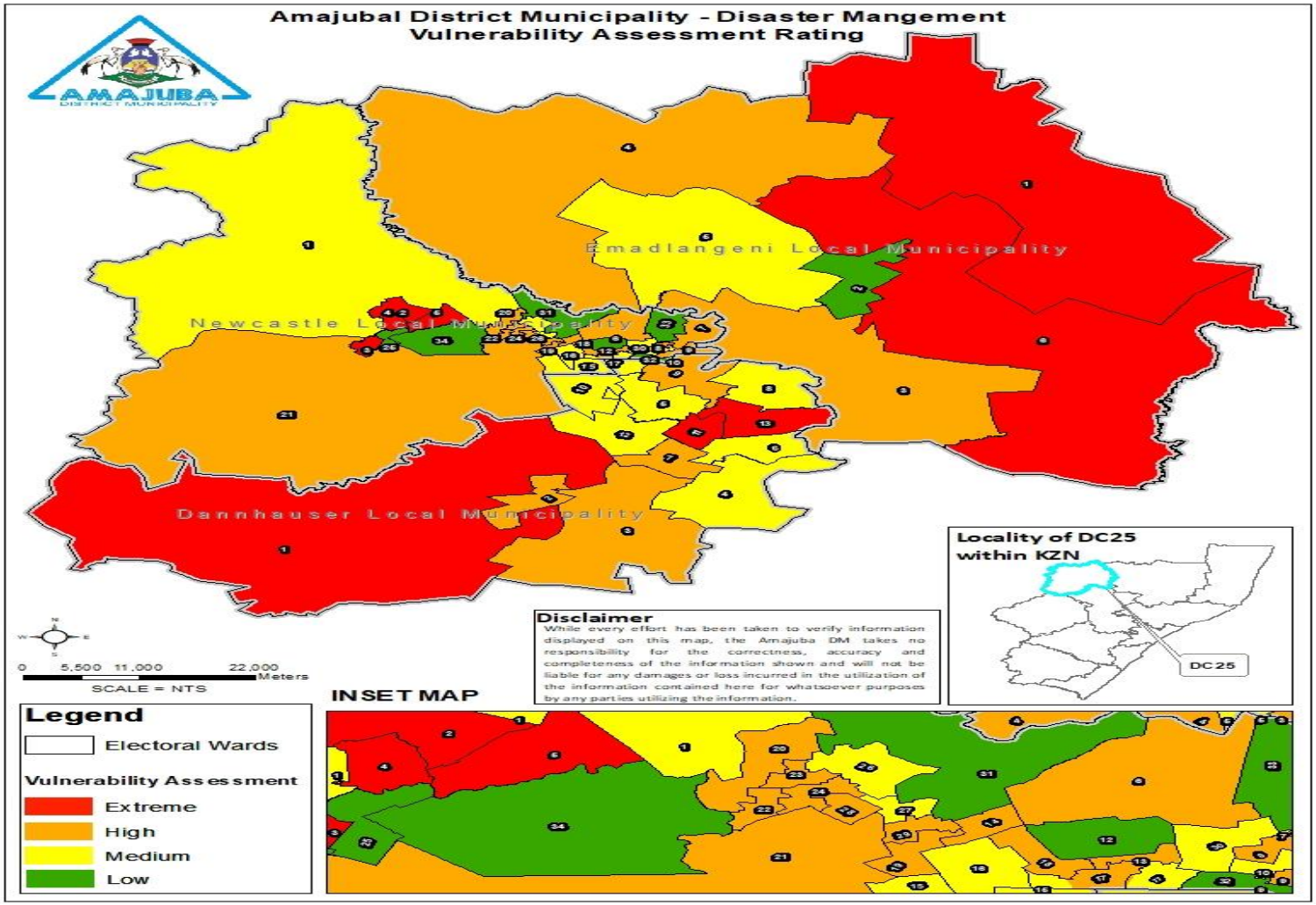
Map: 36 Hazmat Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



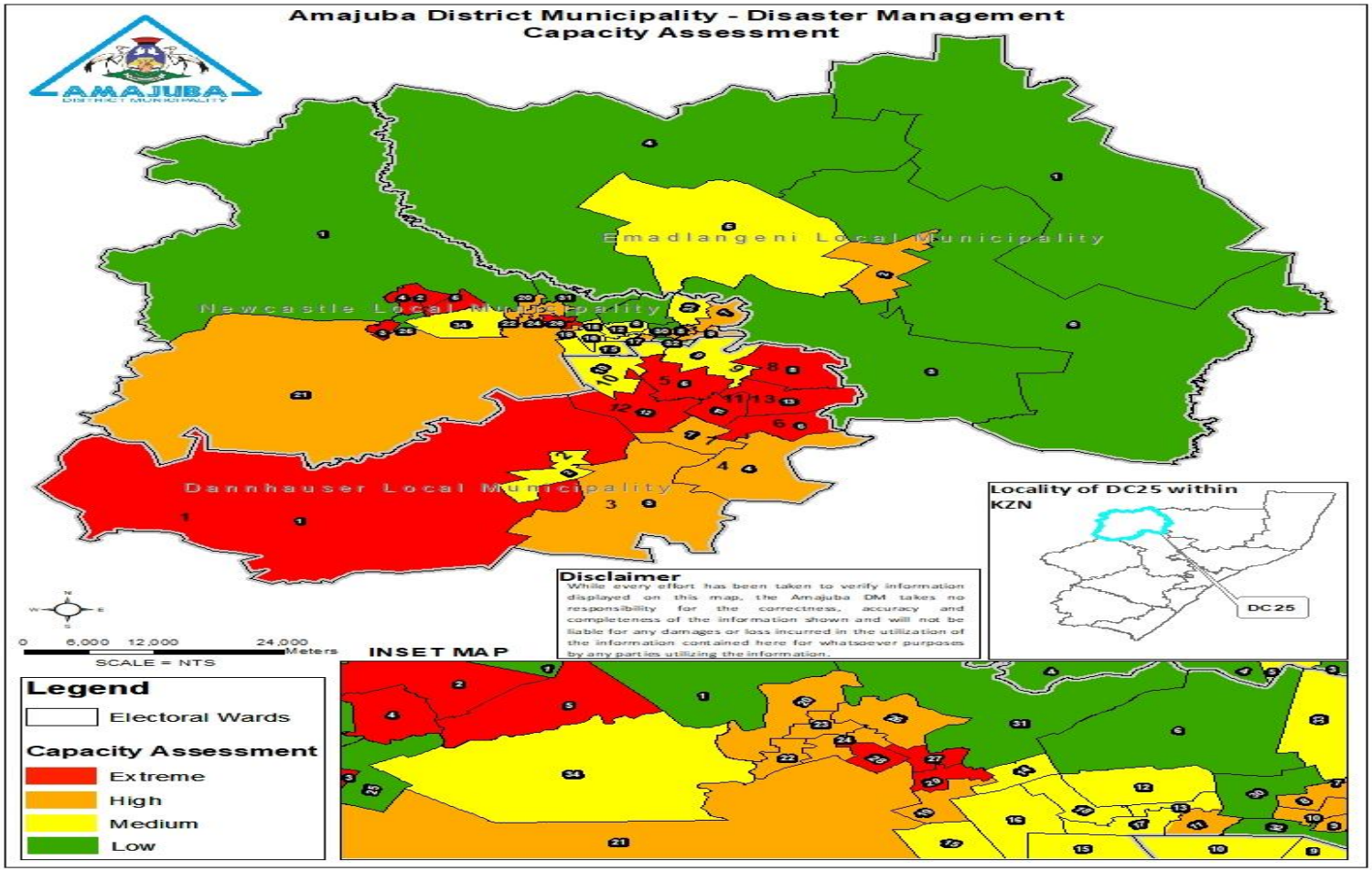
Map: 37 Drowning Risk Assessment Map

Source: (Amajuba District Municipality, 2023)



Map: 38 Vulnerability Assessment Rating Map

Source: (Amajuba District Municipality, 2023)



Map: 39 Capacity Assessment Map

Source: (Amajuba District Municipality, 2023)

2.12.3 Analysis of Climate Change Risks

Climate change impacts affect disaster management, infrastructure, and human settlements in several ways in Amajuba District Municipality. The increase in the severity of storm events and increase in flooding damage infrastructure which may result in service delivery disruptions. The impacts of storm events particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration. Rural communities may also become more physically isolated due to extreme events impacting on key infrastructure (Amajuba district climate change vulnerability assessment and response plan, March 2018, version 2).

As climatic changes increase average temperatures and rainfall variability (such as extended periods of drought), human settlements may express a higher demand for cooling appliances and access to water (Department of Environmental Affairs 2015). Additionally, contrasting extreme weather (such as severe storms and flash floods) may induce the displacement of people and settlements, increase public health risks, and escalate pressures on rural and urban infrastructure and transport systems (Department of Environmental Affairs 2015). Major climatic risks in the municipal area include drought, floods, severe storms (wind, hail, and lightning) and veld fire hazards. Regarding veld fires specifically, the entire municipal area has an extreme veld fire risk (Department of Agriculture, Forestry and Fisheries 2010) .

2.12.4 Climate Change Strategies

Climate change has a direct impact on all pillars of development. The ADM will focus on these strategic interventions to mitigate the impacts of climate change:

- Encourage water conservation and management within households;
- Appointment of an official who will be responsible for the Climate Change Programmes
- Enforce environmental legislation to conserve and protect sensitive ecological areas;
- Ensure that the District Disaster Management Centre is fully functional
- Conduct awareness campaigns for the community regarding recycling, planting of indigenous trees, water conservation initiatives and mitigation of disasters (i.e. veld fires);
- Working with the Local Municipalities to ensure that land use management systems are in place to prevent development that contravene environmental sustainability.

2.12.5 Disaster Risk Reduction for DM and Fire Services

Disaster Management & Fire Services Programmes/Projects by Municipality

Table: 54: Disaster Management Programmes by Municipality

NAME OF THE PROJECT	ESTIMATED BUDGET (Desired)	TARGETED AREAS	YEAR
Disaster Management Centre Gadgets	R 500 000,00	Disaster Management Centre	2025/2026

Stationary Signages			
Installation of ICT, License and Registration to ICASA	R500 000,00	Disaster Management Centre	2025/2026
Procurement of Disaster Response Vehicle Extras (Branding and LED emergency lights)	R 350 000,00	Disaster Management Centre	2025/2026
Procurement of Rescue vehicle and Rescue equipment	R 3 000 000,00	Disaster Management Centre	2025/26
Installation of lightning Conductors	R 400 000,00	VulnerableWards	2025/26
Awareness Campaigns / Pamphlet	R 105 000,00	VulnerableWards	2025/26
Disaster Relief (mattress, blankets, plastic sheeting, tarpaulins, food parcel, Box B and hygiene packs	R 1 000 000,00	VulnerableWards	2025/26
Fire Protection	R 50 000,00	Vulnerable wards	2025/26
Fire Breaks	R 150 00,00	Vulnerable Wards	2025/26
Recruitment and Training of DM Volunteers	R 250 000,00	Vulnerable Wards	2025/26
Procurement of fire engine	R 10 000 000,00	Disaster Management Centre	2025/26
PPE	R 200 000,00	Disaster Management Centre	2025/26

Disaster Management Programmes/Projects by Stakeholders

Table: 55: Disaster Management Programmes Stakeholders

NAME OF THE PROJECT	TARGET AREAS	YEAR	RESPONSIBLE DEPARTMENT	NAME OF THE PROJECT
Madadeni H39 Housing Project	Newcastle LM Ward 19	2024/2025	DHS	Madadeni H39 Housing Project
KwaMathukuza Housing Project	Newcastle LM Ward 22	2024/2025	DHS	KwaMathukuza Housing Project

Table: 56: Climate Change Programmes

Project Name	Responsibility	Funding Source	2025/2026
Waste Pickers/ Collectors Support Programme	Local Economic Development (LED)	Amajuba DM	
Ambient air quality monitoring	Environmental Management Unit	DFFE/EDTEA/ADM	
Climate smart agriculture with digital, solar and biogas solutions	Environmental Management Unit	ADM/DFFE/EDTEA/DARD	
Sustainable Land Management (rotational grazing & land restoration and rehabilitation	Environmental Management Unit	ADM/DFFE/EDTEA/DARD/	
Removal of alien and invasive species (to be extended in other parts of the district, mainly the areas identified to be most vulnerable in terms of water availability).	Environmental Management Unit	ADM/DFFE/EDTEA	
Green Economy Projects Development	Environmental Management Unit	Amajuba DM	

Specific Climate Change Adaptation Programmes (If any)

2.12.6 Disaster Response and Recovery

Municipal Capacity in terms of Response and Recovery

Table: 57: Municipal Capacity in terms of Response and Recovery

Total Grant Allocation	Date funds received	Purpose of allocation	Number of planned projects	Planned completion
R30 000 000.00	28 February 2024	Rehabilitation and Reconstruction of eMadlangeni LM Water and Sanitation Infrastructure – 1x Contract	1 1 1	28 February 2025

2.12.7 Information Management and Communication

Information Management

Disaster Management Unit is relying on the usage of cellular phones, telephones, emails, and social media for rapid response.

Information System

Currently the DDMC is operating without the communication system. The services provider by the name of Trendtech was appointed and is waiting for DDMC to acquire the ICASA License before the installation of the communication system

Early Warning Strategy

Amajuba District Municipality received warning from South African Weather Services, for the warning to be disseminated the district Disaster Management Unit created a WhatsApp group and is using the Municipal Facebook page which is control by the communication department

2.12.8 Education, Training, Public Awareness and Research

Planned Capacity Building Programmes

Background

Capacity Building programmes for disaster management are essential to enhance preparedness, response and recovery efforts. This programme focuses on strengthening the skills, knowledge and resources of individuals, communities, and institutions to effectively handle disasters

Purpose

Disaster Management capacity building aims to enhance the ability of individuals, communities, organizations, and government to effectively prepare for, response to recover from and mitigate the impact of disasters

Table: 58: Building Programmes

Activity	*Target Audience*	*Date*	*Responsible Person*
Training of Portfolio Committees	Community Services Portfolio Members	Annually	Head of DDMC
Contingency Plans Workshop	Landowners, Traditional Leader, Councillors	Bi- Annual	Risk Reduction and Planning Manager
Disaster Management and Climate Change Workshop	Councillors and Ward Committees, Sector Departments, Traditional Leaders	Annually	Head of DDMC
Education on Incidents Reporting	Traditional Leaders and Ward Committees	On-going	District & LMs

2.12.9 Planned Public Awareness Campaigns

Table: 59: Campaigns

Activity	*Targeted Group*	*Dates*	*Facilitator*
Launch of Winter and Summer Season	All Local Municipalities	April and September 2024	DDMC, PDMC, LMs
Schools and Public Awareness Campaign	All Local Municipalities	Ongoing	District & LMs

For example, community and school awareness campaigns

Activity	*Targeted Group*	*Dates*	*Facilitator*
Launch of Winter and Summer Season	All Local Municipalities	Bi- Annual	DDMC, PDMC, LMs
Schools and Public Awareness Campaign	All Local Municipalities	Ongoing	District & LMs

Research

Currently there is no scientific study that municipality has commissioned in the district however DDMC wish to embark on a study of lightning vulnerability and patterns in all municipal wards.

2.12.10 Funding Arrangements for Disaster Risk Management

Breakdown of available budget for disaster management and fire services

Table: 60: Available Budget

Vote	Budget 2023/24
Fire Protection	R 63,328.00
Disaster Material relief	R 200,000.00
Fire Breaks	R 100,000.00
Fire Awareness Campains	R 100,000.00
Installation of lightning conductors	R 200,000.00
Recruitment and Training of DM Volunteeetrs	R 65,000.00

Activity	Votes	Budget (Adjusted)
Disaster Management Relief	O0001/IE00639/F0041/X016/R0402/001/0031	R400 000.00
Fire Breaks	O1264-7/IE00682/F0041/X019/R0402/001/0031	R 100 000.00
Awareness Campaign	O1291-1/IE00682/F0041/X019/R0401/001/0031	R367 000.00
Installation of lightning conductor	O1264-6/IE00682/F0041/X019/R0402/001/0031	R250 000.00
Training of disaster management volunteers	O1232-4/IE00682/F0041/X019/R0402/001/0031	R150 000.00
Procurement of PPE	O1264-8/IE00604/F0041/X109/R0402/001/0031	R200 000.00

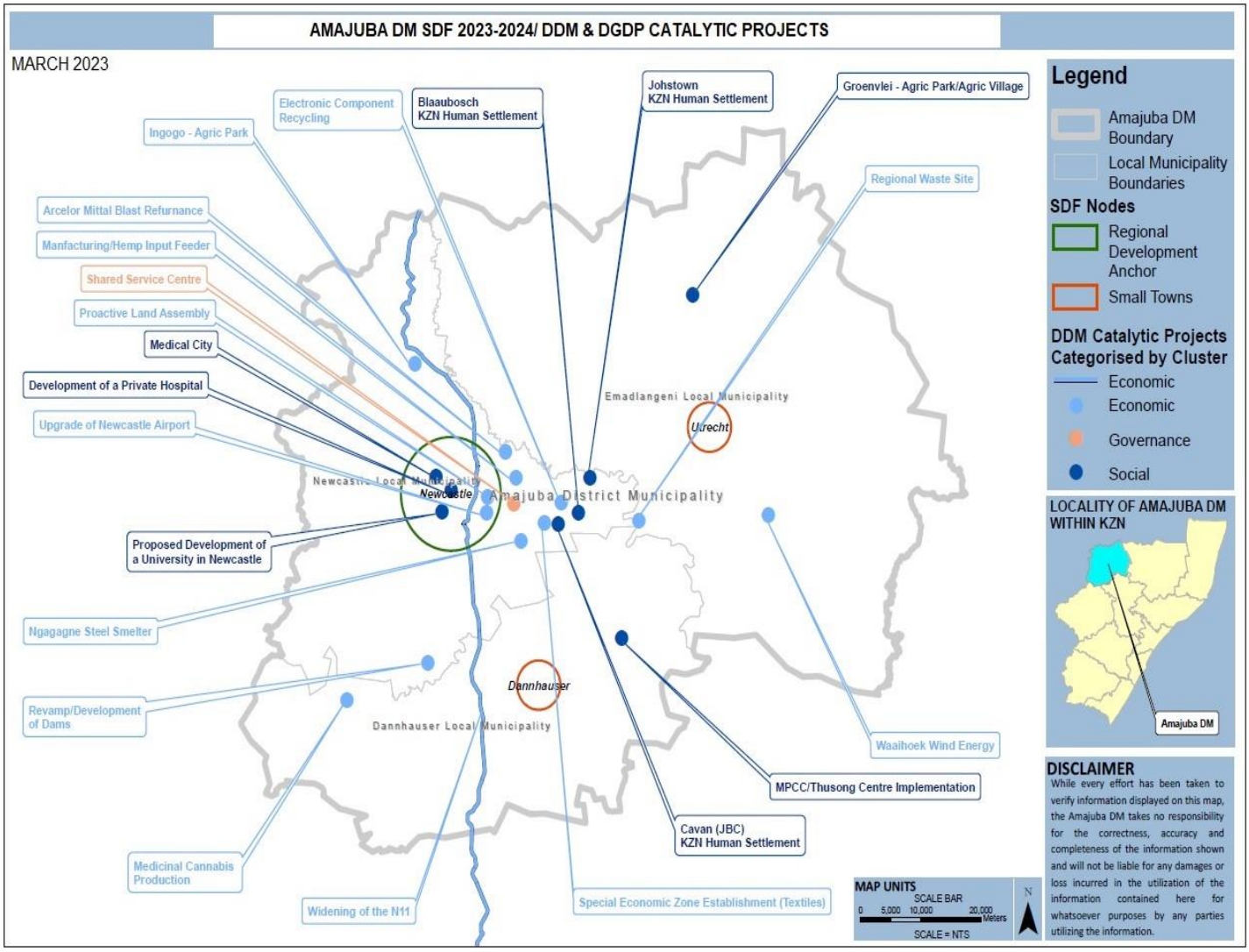
Fire Protection	O0001/IE00638/F0041/X016/R0402/001/0031	R140 000.00

Funding Mobilization Strategy

- Equitable share
- The DDMC will engage with Private entities to assist for the provision of funds for Disaster related projects

Private Partnerships

The Municipality has established partnership with Newcastle Chamber of Commerce for post-disaster assistance. There is still more Private/Public partnership required to address disaster related activities and climate change adaptation. Strategic Mapping



Map: 40 DDM and DGDP Catalytic Projects Map

Source: (Amajuba District Municipality, 2023)

2.12.11 Disaster Management SWOT Analysis

Disaster Management (as stipulated on page 11-12 of the Sector Plan)

Table: 61: Disaster Management SWOT Analysis

Strengths	Weaknesses
• Head of District Disaster Management Centre appointed (2012) • Functionality of District Disaster Management Advisory Forum • Establishment and Functionality of Disaster Management Practitioners Forum • Updated Risk profile in all Local Municipalities. • Awareness campaigns in Schools and Communities • Municipal service level agreements • Risk Reduction and Planning Manager appointed (2021) • Procurement of Disaster Management Relief and Fire Fighting equipment. • Installation of Lightning Conductors • Provision of support to the family of three Local Municipalities.	• Non completion of Disaster Management Centre. • Installation of Information Communication Technology • Insufficient resources to deal with disaster related issues and fire and rescue. • Cross border mutual assistance with the neighbouring district municipalities is on halt dur to covid-19. • Insufficient budget to deal with disaster management issues. • Outdated Disaster Management Policy Framework and Plan • eMadlangeni Local Municipality disaster management response vehicle is not functional. • Establishment of volunteer units • Dysfunctional fire engine at Dannhauser Local Municipality • Newcastle & Dannhauser LM shortage of staff compliments • Procurement of PPE's and uniform
Opportunities	**Threats**
• Implementation of Climate Change Strategy projects • Installation of lightning conductor • Training of war room in augmenting Disaster management capacity • Establishment of fire and rescue services/ Disaster Management in Emadlangeni LM	• Aging infrastructure in all LMs • Civil unrest • Increasing traditional and informal dwellings • Land invasion • Spatial Development Unit to come up with strategies to minimize district risks. • Parts of Emadlangeni Local Municipality does not have network coverage

Challenges for DM and Fire Services as per SWOT Analysis

1. **Inadequate resources to deal with fire and rescue issues**
   - Limited manpower, outdated equipment, insufficient training, and lack of funding reduce operational efficiency during emergencies.
2. **Completion of Disaster Management Centre (DMC)**
   - Delays in completing or operationalizing the DMC weaken coordination, communication, and centralized command during disasters.
3. **Installation of ICT in District Disaster Management Centre (DDMC)**
   - Poor ICT infrastructure hampers real-time communication, data analysis, early warning systems, and digital coordination during disaster response.
4. **Allocation of communities in flood plains**

- Urban planning challenges and informal settlements in high-risk flood zones increase vulnerability and demand more frequent and intense disaster responses.

C 3. MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

3.1 HUMAN RESOURCE DEVELOPMENT

In terms of Part 4, Section 67 of the Municipal Systems Act (Act No. 32 of 2000), municipalities are required to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective, and transparent personnel administration, in line with applicable legislation and subject to any collective agreements.

The Amajuba District Municipality (ADM) has responded to this legislative mandate by formulating and implementing a Human Resources Strategic Plan, which aligns with the Municipality's strategic objectives, business strategy, and its Mission and Vision. This plan provides a holistic and strategic approach to the management of the Municipality's human capital, focusing on the following key areas:

- Employee attraction and retention
- Equal employment opportunity
- Employee training and development
- Performance management
- Workplace health and safety
- Strategic staffing and service delivery
- Employee relations

To support the implementation of this strategy and ensure compliance with legal and policy requirements, ADM has developed a comprehensive suite of Human Resource (HR) policies. These policies provide structured guidance for various HR functions and help maintain consistency and fairness in the treatment of employees.

These policies have been tabled to Council for consideration and endorsement. A summary list of these policies is provided below. Full versions of the policies are available on the Amajuba District Municipality website for ease of reference and public transparency.

Table: 62: Human Resources Policies

Access to Employee Files	Sexual Harassment	Workplace HIV/AIDS Policy
Acting Allowance	Retirement	Staff Study Bursary
Communication	Official Attendance of Memorial Services & Funerals	Subsistence Allowance Trips: Visits Outside the Country
Confidentiality	Involvement of Spouses Accompanying Councillors and/or Officials on Official Business	Substance Abuse Employment Equity & Affirmative Action
EE & Affirmative Action	Transport Allowance Scheme	Training and Development
Employee Wellness	Recruitment and Selection	Use of Municipal Assets & Resources
Employee Promotion	S&T	Cellular Phones & 3G's

Internship Programme, in-service and experiential training	Security of Municipal Affairs	Leave Management Policy Language Policy Overtime, Time – Off Policy

All the above-mentioned policies remain in effect and continue to guide the Amajuba District Municipality's governance and operational processes. These policies were formally adopted and endorsed by the Council under Resolution Number C368:28/03/2024, confirming their legitimacy and alignment with legislative and strategic requirements.

The current HR Strategy for the period 2022–2026 was approved by Council on 28 March 2024 under Resolution C368:28/03/2024. This strategy not only aligns with ADM's strategic and operational goals but also seeks to improve internal business processes through the automation, standardization, and integration of systems, facilitated by an enhanced Human Resources Information System (HRIS) Architecture.

The strategy is designed to ensure that ADM can recruit, hire, develop, and retain high-caliber talent capable of advancing the Municipality's mission. It emphasizes the importance of fostering a diverse, inclusive, and responsive work environment that reflects and serves the community.

Furthermore, the Human Resources Strategic Plan directly supports the Council's Strategic Plan, business strategy, and Mission and Vision, by adopting a proactive and integrated approach to people management. Its focus areas include:

- Talent attraction and retention
- Equal employment opportunity
- Employee training and development
- Performance management
- Workplace health and safety
- Strategic staffing and service delivery
- Employee relations

The Head of Department: Corporate Services is responsible for overseeing and monitoring the implementation of the Human Resources Strategic Plan, ensuring alignment with organizational priorities and continuous improvement in human capital management.

3.1.1 ADM Employment Equity

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic reprehensively, skills development, fast-tracking, diversity management and organizational culture assessment. The Employment Equity Plan for 2025-2029 has been developed with the involvement of Employment Equity Forum and was adopted by Council on 28/03/2024.

In accordance with the Employment Equity Act (No. 55 of 1998), the Amajuba District Municipality has developed and implemented its Employment Equity (EE) Plan in compliance with the legislative requirements. The plan reflects the significant progress achieved by the Municipality to date, while also outlining targeted actions to address ongoing challenges related to:

- Enhanced demographic representative

- Skills development
- Fast-tracking of designated groups
- Diversity management
- Organizational culture assessment

The Employment Equity Plan for the period 2025–2029 was developed through a consultative process involving the Employment Equity Forum and demonstrates the Municipality's continued commitment to workplace transformation. The Plan was adopted by Council on 28 March 2024 and forms a central component of the institution's human resource and transformation strategy.

3.1.2 Numerical Targets

In line with the requirements of the Employment Equity Act, numerical targets are used to guide the transformation agenda and ensure measurable progress toward a more representative workforce. It is important to note that the current set of numerical targets does not yet fully cover the entire workforce profile, nor does it clearly reflect the projected improvement anticipated by the next reporting period.

To provide a clearer picture of transformation progress and targeted areas for improvement, two tables are presented below:

- **Numerical Targets for All Employees**
  This table includes all occupational levels and designated groups, including people with disabilities, and sets out both current representation and targeted representation.
- **Numerical Targets for People with Disabilities Only**
  This table specifically focuses on employees with disabilities, highlighting the current representation across occupational levels and the intended progress within the upcoming reporting cycle.

Table: 63: Numerical Target for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	5										5
Professionally qualified and experienced specialists and mid-management	8		3	1	9		1				22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	1	1	4	10		2	1			32

Semi-skilled and discretionary decision making	60	1	1	1	28	1	4	1			97
Unskilled and defined decision making	11		2	1	9	1	1	1			26
TOTAL PERMANENT	98	2	7	7	56	2	8	3			183
Temporary employees											
GRAND TOTAL	98	2	7		56	2	8	3			183

Table: 64: Numerical Targets for people with disabilities (Only year 1)

Occupational Levels	**Male**				**Female**				**Foreign Nationals**		**Total**
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							1
Semi-skilled and discretionary decision making	1				1						2
Unskilled and defined decision making											
TOTAL PERMANENT	1			1	1						3
Temporary employees											

GRAND TOTAL	1			1							3

Table: 65: Numerical Target for people with disabilities (Only year 2)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	5										5
Professionally qualified and experienced specialists and mid-management	8		3	1	9		1				22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	1	1	4	10		2	1			32
Semi-skilled and discretionary decision making	60	1	1	1	28	1	4	1			97
Unskilled and defined decision making	11		2	1	9	1	1	1			26
TOTAL PERMANENT	98	2	7	7	56	2	8	3			183
Temporary employees											
GRAND TOTAL	98	2	7	7	56	2	8	3			183

Table: 66: Numerical Targets for people with disabilities (Only year 2)

Occupational Levels	**Male**				**Female**				**Foreign Nationals**		**Total**
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	**Male**	**Female**	
Top management											
Senior management											

Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							
Semi-skilled and discretionary decision making	1		1		1						
Unskilled and defined decision making											
TOTAL PERMANENT	1		1	1	1						4
Temporary employees											
GRAND TOTAL	1		1	1	1						4

Table: 67: Numerical Targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	5										5
Professionally qualified and experienced specialists and mid-management	8		3	1	9		1				22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	1	1	4	10		2	1			32

Semi-skilled and discretionary decision making	60	1	1	1	28	1	4	1			97
Unskilled and defined decision making	11		2	1	9	1	1	1			26
TOTAL PERMANENT	98	2	7	7	56	2	8	3			183
Temporary employees											
GRAND TOTAL	98	2	7	7	56	2	8	3			183

Table: 68: Numerical Targets for people with disabilities (Only year 2)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							
Semi-skilled and discretionary decision making	1		1		1						
Unskilled and defined decision making											
TOTAL PERMANENT	1		1	1	1						4
Temporary employees											

GRAND TOTAL	1		1	1	1						4

Table: 69: Numerical Targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	5										5
Professionally qualified and experienced specialists and mid-management	8		3	1	9		1				22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	1	1	4	10		2	1			32
Semi-skilled and discretionary decision making	60	1	1	1	28	1	4	1			97
Unskilled and defined decision making	11		2	1	9	1	1	1			26
TOTAL PERMANENT	98	2	7	7	56	2	8	3			183
Temporary employees											
GRAND TOTAL	98	2	7	7	56	2	8	3			183

Table: 70: Numerical Targets for people with disabilities (Only for year 5)

Occupational Levels	**Male**				**Female**				**Foreign Nationals**		**Total**
	A	**C**	**I**	**W**	**A**	**C**	**I**	**W**	**Male**	**Female**	
Top management											
Senior management											

Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							
Semi-skilled and discretionary decision making	1		1		1		1				
Unskilled and defined decision making											
TOTAL PERMANENT	1		1	1	1		1				5
Temporary employees											
GRAND TOTAL	1		1	1	1		1				5

Table: 71: Numerical Targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1										1
Senior management	2				3						5
Professionally qualified and experienced specialists and mid-management	8	1	3	1	9	1	1	1			25
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	1	3	1	10	1	1	1			37

Semi-skilled and discretionary decision making	60	1	6	2	28	2	5	2			105
Unskilled and defined decision making	17	1	1	1	9	1	1	1			32
TOTAL PERMANENT	107	4	13	5	59	5	8	5			205
Temporary employees											
GRAND TOTAL	107	4	13	5	59	5	8	5			205

Table: 72: Numerical Target for people with disabilities (Only for year 5)

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management											
Senior management											
Professionally qualified and experienced specialists and mid-management											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents				1							1
Semi-skilled and discretionary decision making	1		1		1		1				4
Unskilled and defined decision making											
TOTAL PERMANENT	1		1	1	1		1				5
Temporary employees											
GRAND TOTAL	1		1	1	1		1				5

3.1.3 PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE EE PLAN

To ensure effective implementation and accountability, comprehensive procedures will be put in place to monitor and evaluate the progress of the Employment Equity (EE) Plan. These procedures will include structured timelines, defined roles, and systematic reporting mechanisms.

Table: 73: Stakeholder Responsibility

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
The Employment Equity Committee	Monitor that the plan is implemented accordingly	On quarterly basis and as when required
Chairperson of the EE Committee & Senior Manager	Monitor and implement the plan….	On- going

3.1.4 Skills Development

Employment Equity (EE) guidelines form an integral part of the planning and implementation of training initiatives, as mandated by the Skills Development Act. In alignment with this legislation, the Amajuba District Municipality has developed a comprehensive Workplace Skills Plan (WSP) for the 2024/2025 financial year. This plan ensures that training and development efforts are inclusive, targeted, and support the municipality's core functions while addressing transformation and equity imperatives.

The Municipality is duly registered with the Local Government Sector Education and Training Authority (LGSETA), and various skills development initiatives have been implemented across all levels of employment. These initiatives are aimed at enhancing the competencies of staff in line with municipal service delivery goals and employment equity objectives.

The 2024/2025 WSP, along with the Annual Training Report (ATR) for the same period, was submitted to the LGSETA within the stipulated timeframe. The WSP was tabled and approved by the Training and Development Committee following a structured consultation process involving key stakeholders. Upon approval, the WSP for 2024/2025 was formally adopted, thereby confirming the Municipality's commitment to continuous employee development and transformation in the workplace.

3.1.5 Implementation of WSP

Table: 74: Implementation Training Interventions for 2024/2025 as reflected on WSP

Training Interventions Implemented		Funder	Number capacitated
1.	Occupational Health and Safety	SALGA	6 Officials
2.	Provincial Mandate meeting, salaries and wages main collective agreement	SALGA	15 Cllrs, 13 Officials
3.	Municipal Finance Management Programme	National Treasury	5 Officials
4.	Municipal Supply Chain Management Executive Development Programme	SALGA	7 Official
5.	Revenue Management Training	SALGA	13 Officials
6.	Public Procurement Bill	SALGA	6 Official
7.	Change Management Training	SALGA	13 Official
8.	Fraud risk management workshop	KZN Treasury	10 Officials
9.	Conditions of Service Collective Agreement	SALGA	3 Officials, 2 Cllrs
10.	ICIP phase 3	SALGA	8 Cllrs
11.	Human Resources Symposium	SALGA	4 Officials

12.	Customer care receptionist programme	SALGA	5 Officials
15.	ARPL plumbing	LGSETA	8 Officials
16.	Project Supervision	RRAMS	7 Official
17.	Quantum Geographic Information System	RRAMS	7 Officials
18.	Develop & Promote Intensive Construction Strategies	RRAMS	7 Officials
19.	Bachelor of Commerce Human Resource Management	ADM	1 Official
20.			

Table: 75: Planned Training Interventions for 2024/2025 as reflected on WSP

Training Interventions Implemented		Funder	Number capacitated
1.	Occupational Health and Safety	SALGA	6 Officials
2.	Provincial Mandate meeting, salaries and wages main collective agreement	SALGA	15 Cllrs, 13 Officials
3.	Municipal Finance Management Programme	National Treasury	5 Officials
4.	Municipal Supply Chain Management Executive Development Programme	SALGA	7 Official
5.	Revenue Management Training	SALGA	13 Officials
6.	Public Procurement Bill	SALGA	6 Official
7.	Change Management Training	SALGA	13 Official
8.	Fraud risk management workshop	KZN Treasury	10 Officials
9.	Conditions of Service Collective Agreement	SALGA	3 Officials, 2 Cllrs
10.	ICIP phase 3	SALGA	8 Cllrs
11.	Human Resources Symposium	SALGA	4 Officials
12.	Customer care receptionist programme	SALGA	5 Officials
15.	ARPL plumbing	LGSETA	8 Officials
16.	Project Supervision	RRAMS	7 Official
17.	Quantum Geographic Information System	RRAMS	7 Officials
18.	Develop & Promote Intensive Construction Strategies	RRAMS	7 Officials
19.	Bachelor of Commerce Human Resource Management	ADM	1 Official

3.2 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

3.2.1 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

The institutional structure of the Amajuba District Municipality (ADM) is aligned with the powers and functions assigned to it in accordance with relevant legislation and mandates. The approved organogram, which outlines all posts within each department—including both filled and vacant positions—is attached as an annexure to this report.

In compliance with organizational governance principles and to ensure alignment with strategic priorities, the Council of ADM is required to adopt a revised organizational structure annually. This process is intended to ensure that the structure remains responsive to the evolving developmental needs of the district and supports the effective implementation of the Integrated Development Plan (IDP).

As part of its ongoing commitment to institutional development and human resource optimization, the ADM is currently engaged in a Job Evaluation process. This initiative aims to assess and align job roles and grading structures across departments to ensure equity, consistency, and efficiency in the delivery of municipal services.

Figure 7: Approved Council Structure

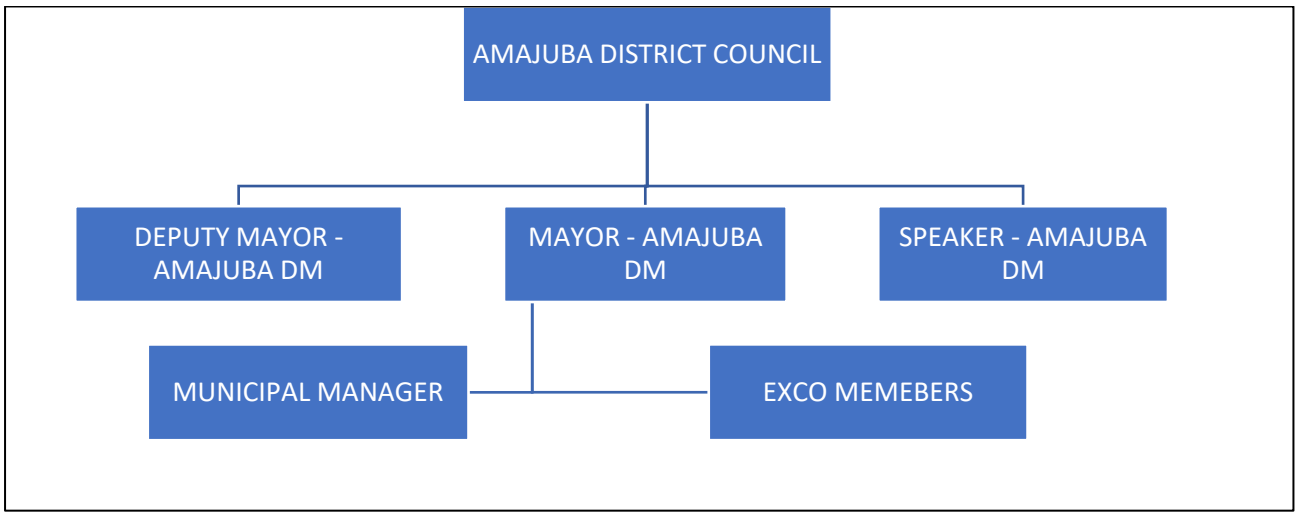
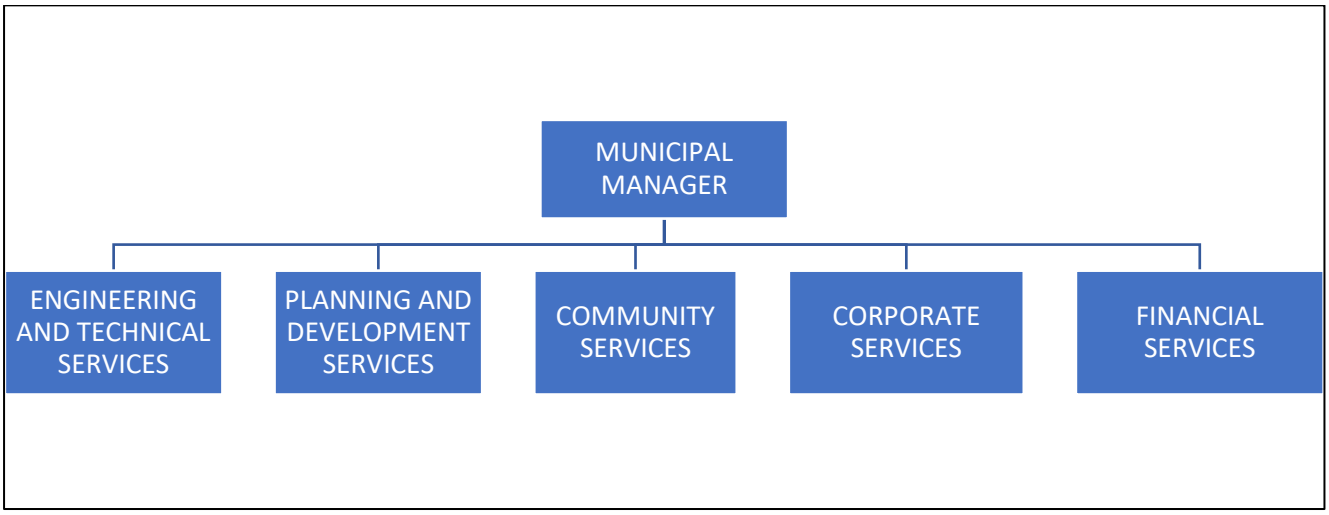


Figure 8: Administrative structure



In line with the approved organizational structure of the Amajuba District Municipality (ADM), departments have been categorized based on functional responsibilities. While the structure reflects the strategic intent of the institution, it is important to note that several critical positions have been identified but remain unfilled. These positions have been recognized as essential for effective service delivery and organizational performance.

Due to financial constraints, the ADM is currently operating with a vacancy rate of 42.4%, which significantly impacts operational capacity. As of the reporting period, the total staff complement stands at 330 employees. The full organizational organogram, detailing all positions per department and indicating filled versus vacant posts, is attached as annexure.

The Performance Management System (PMS) at ADM is strategically aligned to the roles and responsibilities of Heads of Departments (HODs). The system is designed to ensure accountability, performance monitoring, and alignment with departmental service delivery mandates.

A structured performance table has been developed, which outlines the core services assigned to each department, forming the basis for individual and departmental performance assessments. This alignment ensures that performance targets are clearly linked to organizational objectives and the broader goals outlined in the Integrated Development Plan (IDP).

Table: 76: Departmental Function

Department	Core Function	
Office of the Municipal Manager	Leadership Overall responsibility for the organization Form and develop efficient and effective administration. Advise political structures and political office bearers. Ensure implementation of decisions of political structures. Ensure implementation of national and provincial legislation/ laws.	Planning and Monitoring Integrated Development Planning in terms of the MSA and the MFMA Internal Audit Committee Strategic Planning Internal Audit, Performance & Risk Management Public Relations Promote access to information.

	Accountability for financial and other resources in the municipality. IDP Alignment and Institutional Support Performance Management System (PMS) Organizational PMS Annual Report Compliance Matters Check compliance with legislative requirements/ dates Municipal Entities – UTW Fundraising/ resourcing Internal Relations Political Support Office Staff/ Activities	Provide *ad hoc* assistance to the mayor's office. Media liaison. Coordinate & organize official functions. Corporate Image and Marketing Corporate gifts and clothing Corporate marketing material and marketing adverts in the media ADM quarterly newsletter- compilation, printing & distribution
Planning and Development Services	Development Planning Spatial Development Frameworks (SDF) Land Use Management Systems (LUMS) Geographic Information Systems (GIS) Relevant IDP Sector Plans Housing and Land Reform Coordination District Information Management System (DIMS) Support to Dannhauser and eMadlangeni Departmental Policy Development and sourcing of project funds Local Economic Development Local Tourism, Agriculture and Commerce and Industry SMME Support and Poverty Alleviation AFLED sub-committee administration Project management	Environmental Management in terms of NEMA Battlefields Destination Branding and Marketing Tourism specific events and road shows in partnership with TKZN Marketing and corporate image component of events arranged by all departments. Information Technology Network administration Policy Development and Implementation District Information Management System Support services to Dannhauser and eMadlangeni
CORPORATE SERVICES	Council Support Legal Services Labour Relations General administration Secretariat Fleet Administration Property Management Security Services Cleaning/Gardening Services	Policies and Procedures Capacity Building/ Training Governance Registry/ Records Management Employee Wellness Programme Occupational Health & Safety Skills Development Human Resources
Technical and Engineering Services	Water Service Authority Governance, Planning & Regulation Integrated Waste Management District Roads Project Management Unit Land Reform - Infrastructure Development.	Municipal Infrastructure Grant Programme (MIG) and other allocations Basic residential infrastructure. Public municipal services infrastructure. Social institutions infrastructure. Micro enterprise infrastructure. Departmental policy development.
Financial Management	Management of Grants, Taxes, Levies, etc. Income and Expenditure Debt Management	Risk Management Loans and Investments Financial Reporting

Service (Budget and Treasury Office)	Budgets (Planning, Implementation & Control) Departmental Policy Development	Audit Administration Supply Chain Management Payroll
Community Services	Disaster Management Fire Fighting Departmental Policy Development Cemeteries and Crematoria Municipal Airports Regulate Passenger Transport Multi-Purpose Community Centres Sport and Recreation Plan and coordinate implementation of sporting activities. Fundraising and Resourcing Plan and coordinate implementation of cultural activities. Youth and Gender Matters Plan and coordinate matters relating to youth and gender	 Municipal Health Services Water quality monitoring. Food control. Waste Management. Health Surveillance of premises. Vector Control. Environmental Pollution Control Surveillance and prevention of common diseases. Disposal of the Dead. Chemical Safety

3.2.2 Municipal Institutional Capacity & Status of Critical Posts

As of the current reporting period, the Amajuba District Municipality (ADM) has a total staff complement of 197 employees. Of these, 192 are permanent employees excluding Section 54 and 56 managers, reflecting a decline from the previous financial year. The current vacancy rate stands at 41.3%, which continues to pose a challenge to the municipality's service delivery capacity.

There are six positions allocated for Section 54 and 56 Managers, of which five posts have been filled. The following key positions are currently occupied:

- Head of Technical Services
- Chief Financial Officer (CFO)
- Director: Planning and Development
- Director: Community Services
- Director: Corporate Services

The position of Municipal Manager remains vacant; however, the recruitment process is actively underway.

Table: 77: Staff composition per department

	2023/24			2024/25		
DEPARTMENT	FILLED POSTS	VACANT POSTS	TOTAL POSTS	FILLED POSTS	VACANT POSTS	TOTAL POSTS
Office of the Municipal Manager	21	17	38	30	22	52
Corporate Service	31	31	62	35	28	63
Financial Services	20	10	30	20	13	33
Planning and Development	11	3	14	14	3	17
Engineering Services	62	63	125	69	56	125
Community Services	25	14	39	29	17	46
TOTAL NUMBER OF STAFF	170	138	308	197	139	336

Source: ADM Human Resources

In accordance with the provisions of the Employment Equity Act (No. 55 of 1998), the Amajuba District Municipality (ADM) has developed and implemented its Employment Equity (EE) Plan, ensuring compliance with the Act's objectives of eliminating unfair discrimination and promoting equity in the workplace.

The current EE Plan, as approved by Council on 28 March 2024, outlines the municipality's strategic approach to addressing historical imbalances and fostering an inclusive, diverse, and representative workforce. The plan reflects the significant progress achieved to date and outlines key actions to address remaining challenges, specifically in the areas of:

- Enhanced demographic representation
- Targeted skills development
- Fast-tracking of designated groups
- Diversity management
- Organizational culture transformation

The new Employment Equity Plan for the period 2025–2029 is currently under development. The process is being conducted in consultation with the Employment Equity Forum, ensuring that all stakeholders have an opportunity to contribute. Upon completion, the plan will be tabled before Council for formal adoption. The revised plan will aim to strengthen transformation efforts, with a renewed focus on inclusive leadership, equity-driven recruitment, and developmental interventions.

While notable gains have been made across several equity indicators, the Municipality acknowledges that further progress is needed in empowering women, particularly at senior and top management levels. As part of the next EE Plan, targeted initiatives will be developed to increase the representation of women in leadership roles through mentorship, succession planning, and leadership development programmes

The employment equity profile below illustrates the current demographic composition of ADM staff across various occupational levels, and highlights progress made towards transformation goals:

Table: 78: Staff composition per EE

EMPLOYMENT EQUITY IMPLEMENTATION	DESIGNATED* GROUP	NON-DESIGNATED GROUP	WOMEN
Top Management	5	0	0
Senior Management	15	1	9
Middle Management	15	1	14
Other	69	0	58
Total	104	2	81

*Africans, Coloureds, Indians, Women, and the Disabled Individuals

An analysis of the current top management structure within the Amajuba District Municipality reveals that 83.3% of the positions are occupied by individuals from designated groups, as defined by the Employment Equity Act. This reflects progress in advancing representative in accordance with national transformation goals.

However, a significant gap remains in terms of gender equity at the highest leadership level. There are currently no women represented in top management positions. This underscores the urgent need for targeted interventions to promote gender diversity and empowerment of women in senior leadership roles within the institution.

To address this gap, the upcoming Employment Equity Plan (2025–2029) will incorporate focused strategies to:

- Increase the recruitment and promotion of qualified women into top and senior management roles.
- Establish leadership development and fast-tracking programmes for women.
- Create mentorship and coaching platforms aimed at preparing women for executive positions.
- Set measurable targets for gender representation at top levels.

This forms a critical part of ADM's broader commitment to equity, inclusivity, and transformation across all levels of the organisation.

Table: 79: Municipal Occupational Level

OCCUPATIONAL LEVEL	MALE				FEMALE				TOTAL
	African	Colored	Indian	White	African	Colored	Indian	White	
Top Management	4	0	0	0	0	0	0	0	4
Senior Management	14	0	3	1	7	0	1	0	26
Middle Management	11	0	1	0	10	0	1	0	23
Technicians & Trade Workers	62	1	0	1	23	1	3	1	92
Other Staff	17	0	0	0	24	1	0	0	42
TOTAL	**108**	**1**	**4**	**2**	**64**	**2**	**5**	**1**	**187**

Employment Equity guidelines form an integral part of the training and development planning process within the Amajuba District Municipality (ADM), in line with the objectives of the Skills Development Act. These guidelines ensure that training initiatives support not only service delivery priorities but also the advancement of designated groups, thereby contributing to broader transformation goals.

The ADM has developed a comprehensive Workplace Skills Plan (WSP) for the 2024/2025 financial year, which identifies critical skills needs and outlines interventions to address them across all levels of employment. The WSP has been aligned with both the municipality's Integrated Development Plan (IDP) and its Employment Equity Plan, ensuring coherence in human capital development efforts.

As a registered entity with the Local Government Sector Education and Training Authority (LGSETA), the municipality continues to implement various skills development initiatives, focusing on areas linked to municipal core services. These initiatives have been rolled out across all employment categories and aim to enhance competencies, promote career progression, and support employment equity objectives.

3.2.3 Municipal Powers and Function

Currently, no local functions have been allocated to the Amajuba District Municipality (ADM) to perform on behalf of the local municipalities within the Amajuba Family of Municipalities. Each local municipality continues to execute its constitutionally and legislatively assigned responsibilities independently.

The allocation of powers and functions between district and local municipalities is governed by the Constitution of the Republic of South Africa, 1996 and the Municipal Structures Act, No. 117 of 1998. Specifically:

- Section 156 (1)(a) and Part B of Schedules 4 and 5 of the Constitution outline functional areas of local government.
- Section 83 and Section 84 of the Municipal Structures Act (Chapter 5) detail the division of functions and powers between district and local municipalities.

The following provides an overview of the powers and functions assigned to district and local municipalities within the Amajuba District:

Table: 80: Municipal Powers and Functions

Constitutional Mandate, Powers and Functions	***Newcastle Local Municipality***	***Dannhauser Local Municipality***	***Emadlangeni Local Municipality***	***ADM***
Water & Sanitation in terms of Section 83 (3)(b) and Section 84(b) (d) of the MSA 117 of 1998		x	x	
LED in terms of Chapter 7 (153) (a), 156, and Schedule 4&5 Part B of the constitution				
MHS in terms of Chapter 5 Section 84(1)(i) of MSA 117 of 1998	*X*	*x*	*x*	
Municipal Airports in terms of Schedule 4 part (b) of the Constitution Chapter 5 Section 84(h)) of MSA 117 of 1998				
Fire Fighting in terms of Section 84(j) & schedule 4 part (b) of the Constitution				
Disaster Management in terms of section 25,42 & 53 of the DMA 57 of 2002				

Constitutional Mandate, Powers and Functions	Newcastle Local Municipality	Dannhauser Local Municipality	Emadlangeni Local Municipality	ADM
Regulation of passenger transport service Chapter 5 Section 84(g) of MSA 117 of 1998	X	x	x	x
Electricity in terms of section 84(1) (c) MSA 117 of 1998 (excludes the planning and connection)				
Waste Management in terms of Section 84(b) (d) of the MSA 32 of 2000 and Schedule 4 & 5 part (b) of the constitution				
Housing in terms of providing land and bulk services		x	x	x
FBS – targeted indigent registers available				*x*
Greening programme in terms of Schedule 4 & part (b) of the Constitution Environmental promotion				
Municipal Planning in terms of MSA 117 of 1998 Section 84 (1) (a)				
Municipal Roads in terms of Schedule 4 Part (b) of the Constitution & Section 84(f) of MSA 117 of 1998				
Child Care Facilities in terms of Schedule 5-part B of the Constitution	X	x	x	x
Control of undertaking to sell liquor to the public in terms of Schedule 5-part B of the Constitution				
Facilities for accommodation, care/ burial of animals in terms of Schedule 5-part B of the Constitution				
Establishment, conduct and control of markets in terms of MSA S84(k)		*x*	*x*	
Municipal Abattoirs in terms of Schedule 5-part B of the Constitution & Section 84(k) of the MSA 117 of 1998				
Promotion of Tourism In terms of Schedule 4-part B of the Constitution [planning] & Section 84(m) of the MSA 117 of 1998				

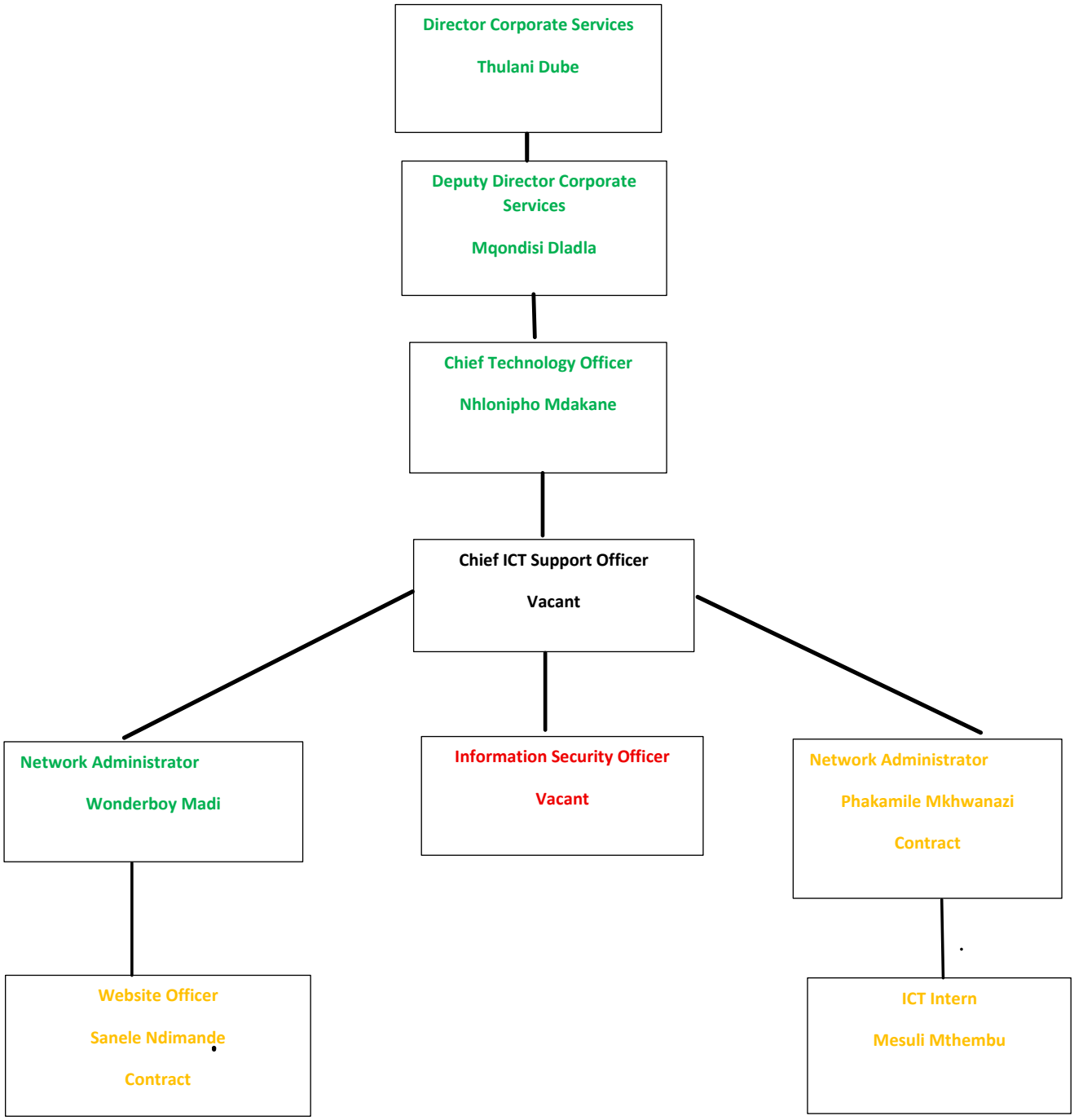
Constitutional Mandate, Powers and Functions	Newcastle Local Municipality	Dannhauser Local Municipality	Emadlangeni Local Municipality	ADM
Local Amenities / Sports facilities / Parks & Recreation in terms of Schedule 5-part B of the Constitution				
Billboards in terms of Schedule 5 part (b) of the Constitution				*x*
Public Places in terms of Chapter 5 Section 84(3) of MSA 117 of 1998 and of Schedule 5-part B of the Constitution				

3.2.4 INFORMATION AND COMMUNICATIONS TECHNOLOGY

The Amajuba District Municipality (ADM) recognizes Information Communication and Technology (ICT) as a critical enabler in the achievement of its strategic objectives and service delivery goals. In acknowledgment of the evolving digital landscape, ADM has adopted a holistic and integrated approach to align its information systems and technology infrastructure with its overall strategic business direction.

As part of this alignment process, the Municipality undertook a comprehensive review of the organisational structure for the 2024/2025 financial year. This review included the assessment of ICT functions to ensure the structure supports the Municipality's digital transformation agenda, operational efficiency, and responsiveness to both internal and external stakeholder needs.

The figure below presents an extract from the proposed ICT organogram, highlighting the key roles and reporting lines within the ICT function as part of the revised structure.



This proposed ICT structure is intended to strengthen governance, improve system integration, and support the implementation of innovative technologies that will drive efficiency and service delivery excellence across the Municipality.

Through consultation with the ICT strategic partner, the strategic direction for ICT was defined and several themes were identified that would aid the Municipality in its modernization efforts. These themes focused on:

Corporate Governance of ICT (CGICT) and the Governance of ICT (GICT)
ICT Capacity
ICT Systems/Platforms

Through the direction of the strategic partner, specific ICT initiatives were identified that would drive the themes to completion. An IT Strategic Plan was reviewed and approved to ensure the implementation of new initiatives, and the continuous improvement of existing services in line with business requirements. The current Strategic IT will be reviewed by the new council. The IT Strategic Plan was submitted for approval with the Corporate Governance of Information and Communication Technology Policy and Framework to the previous Council.

The following shall be the key functions of CGICT at ADM:

Table 1: Functions of CGICT

Function	Description
ICT Strategic Alignment	Alignment and implementation of business and ICT strategies.
	Development and implementation of an ICT strategic plan.
ICT Resource Management	Optimization of ICT assets, resources, and capabilities.
	Information assets are effectively managed.
ICT Performance & Conformance	Conformance, performance measurement and reporting.
	Alignment with the business performance and sustainability objectives.
ICT Value Delivery	Delivery of ICT programmes delivering benefits, on time, on budget, and meeting requirements and quality standards.
	Proper value delivery of ICT.
Enterprise Architecture	Development and implementation of an enterprise architecture framework.
	Adequate use of applications, information, and technology solutions.
	Enablement and support of business processes by integrating applications and technology into business processes.
	Knowledge, expertise, and initiatives for business innovation through ICT.
	Executing ICT infrastructure strategies.
	Availability of reliable and useful information for decision-making.

Function	Description
Information and Knowledge Management	Learning from ICT implementations.
ICT Risk Management	Security of information, processing infrastructure and applications.
	Managed ICT-related business risk.
	Conformance and reporting to the Audit and Risk Committee.
	Understand and mandate ICT risks and constraints.
	Ensure ICT is an integral part of risk management.
	Business continuity and data recovery.
	Privacy and confidentiality of information.
ICT Investment Management	Realized benefits from ICT-enabled investments and services portfolio.
	Transparency of ICT costs.
	Prioritization of ICT investments.
	Optimized acquisition and sourcing of ICT solutions and resources.
	Managing ICT spend.
Organizational Change	The commitment of executive management for making ICT-related decisions.
	Competent and motivated business and ICT personnel with regards to ICT initiatives.
Enabling CGICT Environment	Creation of the enabling environment for CGICT including: CGICT charter Governance and management of the ICT framework.
ICT Compliance	ICT compliance and support for business compliance with external laws and regulations.
	ICT compliance to a prescriptive landscape. This includes any provisions required by South African law or regulations.
	ICT compliance with ADM's internal policies.
ICT Service Management	How business owners will oversee ICT service delivery in support of their business enablement.
	Delivery of ICT services in line with business requirements.

The GIS section in fulfilling its role as a spatial information support function to the Amajuba DM has opted to adopt an approach that will derive optimum benefits taking the following into consideration:

Strategic Planning Functions
Access to geospatial data
Maintenance of geospatial data
Land Use Management
Establishing a central clearing house for dissemination and acquisition of geospatial data within the ADM

The plan is in place ensure:
Land Use Management analysis for effective development administration support and spatial planning.
The GIS of the ADM contributes to increased effective decision making, enhanced service delivery in terms of efficiency and effectiveness and the GIS is utilised as a tool that assists in the execution of strategic planning functions of the institution. Business goals are defining features of many organisations and as such an essential part of an ICT alignment. It is important to ensure that it is sensitive to business priorities. It is therefore important that once the business goals are defined / documented, departments / functional groups within the establishment including ICT department, in its quest to set an ICT goal, considers and align its goals to the business goal.

Table 2: ICT Goals

MUNICIPALITY GOALS MAPPED TO ICT GOALS	
BUSINESS GOALS (Key Priorities from the IDP)	**ICT GOALS**
Municipal Transformation and Institutional Development Basic Service Delivery Local Economic Development Financial Viability and Management Good Governance and Public Participation Cross-Cutting issues	Competent and motivated business and IT personnel Delivery of IT services in line with business requirements Availability of reliable and useful information for decision making Transparency of IT costs, benefits, and risk Commitment of executive management for making IT-related decision Optimisation of IT assets, resources and capabilities

GIS web map view development

Online map view is available over the internet via the ARCGIS

Development Administration and spatial planning support

The base cadastral datasets for the ADM which contain the land use classes per a land parcel as determined by the custodian LMs, is sourced and placed on the GIS of the ADM to ensure that at any given time the ADM has access to reliable and accurate information in terms of land use &ownership to assess development applications and embark upon spatial planning initiatives having sufficient and valid data from the custodians as a point of origin. The base cadastral datasets are updated monthly.

GIS as a support tool

A comprehensive Geo-database has been developed and maintained consisting of a variety of spatial datasets collated with the purpose of utilisation to impact in a manner that ensures effective decision making, efficient & effective service delivery and functions as a tool for effective spatial planning.

As required by the CGICT (Corporate Governance of ICT) Policy, IT must be aligned with the Municipality goals. To enable the Municipality to meet its goals as set out in this IDP, the ICT section of the municipality provides the following services, either by in-house provision, outsourcing or a combination.

Table 3: CGICT

Service	Description
Active Directory	The Active Directory Service provides authentication and ensures that all actions that are performed on the system is properly authorised.
Personal Computers	All users need a desktop or laptop computer to access all services
Networked storage	This service allows users to store documents, and other important files, on a network server which is regularly backed up.
Office 365	Amajuba District Municipality uses Microsoft Office 365, for Outlook, Word, Excel, PowerPoint, SharePoint, and Teams to effectively communicate with each other.
WWW	This service allows users to access information published on the world wide web.
EMS	Financial Management System
GIS	Geographical Information System
Antivirus	Users need antivirus software to protect them from malware.
Helpdesk	Provides a single point of contact for users when requesting assistance with IT services
Local Area Network	Provides access to all network related services
Updates	Ensures that all software on servers and workstations are kept up to date in line with known vulnerabilities
WAN	Provides access to the Internet and network connectivity to remote sites.
Printing and Scanning	Allows users to print and scan documents
Backup	Makes backup copies of important data to recover from possible disasters.
Paperless Council	Management has decided to obtain Tablets and Laptops for all councillors. These gadgets will be used as a communication tool and to distribute agendas and minutes without using paper.
Voice over IP	Voice over IP, also known as VoIP, is now a mature technology. VoIP refers to the carrying of voice telephone conversations over data networks. Significant cost savings can be realised with the proper implementation of Voice over IP.
Cloud computing	AMD's IT services are no longer hosted on premises, they are hosted in the cloud, this trend is called "Cloud Computing". Benefits of cloud computing include reduced capital costs, simplified management and possibly improved legal compliance.

IT Initiatives

In addition to the IT services currently being provided, the following initiatives are being undertaken to improve the value of IT as an enabler of the business of the Municipality.

Table 4: IT Initiatives

Initiative	Description
Manage Engine Desktop Central	Desktop Central is a complete Windows Desktop Management solution that provides Software Deployment, Patch Management, Asset Management, Remote Desktop Sharing, Service Pack Deployment, Configurations, Active Directory Reports, User Logon Reports and Windows System Tools.

Solar Generated Backup System	Instead of using UPS's that are dependent on power/electricity, as the ICT Department, we are planning on installing Solar Systems that will give our entire Network an uptime of at least 3hrs to ensure continued operations in times of loadshedding.

Table: 81: ICT Policies

Office of the Municipal Manager	
Communication Policy	
Department of Financial Services Reviewed Policies	
Budget Policy	Accounting Policies
Indigent Support Policy	Tariff Policy
Anti-Fraud and Corruption Policy	Asset Management Policy
Banking, Cash Management, and Investment Policy	Credit Control, Debt Collection and Customer Care Policy
Supply Chain Management Policy	Virement Policy
Irregular or Wasteful Expenditure Policy	Funding & Reserve Policy
Department of Corporate Services Reviewed and New Adopted Policies	
Access to Employee Files Policy	Protective Clothing Policy
Cellular Phones and 3Gs policy	Recruitment & Selection Policy
Confidentiality Policy	Subsistence and Travelling Policy
Employment Equity and Affirmative Action Policy	Security of Municipal Affairs Policy
Employee Wellness Policy	Sexual Harassment Policy
Employee Promotion Policy	Staff Study Bursaries Policy
Workplace HIV and AIDS Policy	Substance Abuse Policy
Internship Programme, In-Service and Experiential Training Policy	Training and Development Policy
Communication Policy	Transport Allowance Scheme Policy
Official Attendance of Memorial Services and Funerals Policy	Use of Municipal Assets and Resources Policy
Subsistence Allowance Trips: Visits Outside the Country Policy	Acting Allowance Policy
Mayoral Vehicle Policy	Security and Access Control Policy
Fleet Management Policy	Occupational, Health and Safety Policy
Halls and Facilities Policy	Records Management Policy
Leave Management Policy	Retirement Policy
Involvement of Spouses Accompanying Councillors and/or Officials on Official Business Policy	
The following Policies are contained in the South African Local Government Bargaining Council Collective Agreements and is agreed upon at Bargaining Council Level	
Leave (Annual, Sick, Family Responsibility, Special Leave) (There is an existing internal policy)	13th Cheque
Acting Allowance (There is an existing internal policy)	Overtime
Night Work Allowance	Emergency Work
Standby Allowance	Demotion
Disciplinary Code	Grievance

Department of Planning and Development Reviewed Policies	
IT Policy	
Department of Community Services Reviewed Policies	
Amajuba Sports, Arts and Culture Funding Policy	
Department of Corporate Services New Developed Draft Policies	
Overtime and Time-Off Policy	Placement Policy
Language Policy	Retention Policy
PMS cascading policy to lower levels of Staff	

Source: ADM Department of Corporate Services

3.3 KPA: ICT AND MTID SWOT ANALYSIS

Table: 82: ICT and MTID SWOT Analysis

ICT SWOT Analysis	
Strengths	**Weakness**
Governing Service Providers using SLA's. Cloud Computing.	Most ICT Services outsourced.
Opportunities	**Threats**
Promote the benefits of innovation across the entire Municipality. Enable committees that will approve and enforce ICT policies. ADM fully understanding and utilising ICT	Inability to recover business functionality effectively from disruptive events. No buy-in and understanding from Council and management on CGICT and GICT Old Building Infrastructure hampers effective implementation of new technology. Staff Capacity
Municipal Transformation and Institutional Development SWOT Analysis	
Strengths	**Weaknesses**
Implementing organizational policies Approved Organizational Structure is implemented Implementing approved Human Resource Strategy Functional IGR forums Adequate administrative Council support Capacitation of Staff through sector departments	The Organizational Structure is bloated. Policies not reviewed in the current financial year. Misaligned functions within the Organizational Structure Records management system not properly functional Staff and Councilors capacitating budget very low Development of Staff and Councilors not adequate and enough
Threats	**Opportunities**
Loss of information Huge staff turn-over affecting the budget negatively negative audit opinion In ability to properly play oversight role	Training of staff Training of Councilors Capacitated Council Committees

C 4. GOOD GOVERNANCE & PUBLIC PARTICIPATION

DGDP STRATEGIC GOAL 6: GOVERNANCE AND POLICY

Table: 83: DGDP Strategic Goal 6

STRATEGIC GOAL 6: GOVERNANCE AND POLICY **The population of Amajuba is satisfied with the levels of government service delivery** **Apex Indicators: Apex indicator 1: Improvement in level of client satisfaction**				
Strategic Objectives	**Strengthen policy, strategy coordination and IGR**	**Building government capacity**	**Eradicating fraud and corruption**	**Promote participative, facilitative and accountable governance**
	Public expenditure is spent in accordance with coordinated policy and strategy	***Government is able to effectively and efficiently deliver infrastructure and services to the population of Amajuba***	***Government is corruption free***	***Government listens to and is accountable to the people***
Primary Indicators	% of public sector expenditure spent in accordance with the municipal Integrated Development Plan % of development applications that meet time norms for processing.	% municipal expenditure spent on capital infrastructure (new construction, maintenance and operation). Clean Audit for Amajuba.	Decreased audit disclaimers, qualifications Total value of Amajuba sector funds affected by fraud and corruption.	Voter participation in municipal and provincial elections.
Interventions	Develop an Integrated Funding and Implementation Management Framework for various funding sources (e.g., MIG, RBIG, MWIG) Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums	Develop an integrated HRD and professional support programme for Amajuba. Promote shared services amongst municipalities in Amajuba. Align DGDP interventions to staff performance agreements.	Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution Implement proactive integrity management programmes Municipal clean audit programme implemented in Amajuba.	Improve relationships between traditional councils, Amajuba and provincial departments. Develop advocacy programmes.

Secondary Indicators	% increase in credibility of Integrated Development Plans in KZN Effectiveness of the Premier's Coordinating Forum and its support structures and the performance record of the Cabinet Cluster system.	% of funded posts within Amajuba District that are vacant for longer than 6 months. % of government employees complying with the PSC determined norms and standards for the post they occupy.	Number of government entities with effective contract management systems	Develop advocacy programmes.

4.1 GOOD GOVERNANCE ANALYSIS

4.1.1 BATHO PELE PRINCIPLES

Batho Pele, meaning “People First”, was established with the purpose of transforming public sector service delivery to be more responsive, transparent, and accountable. Effective implementation of these principles leads to improved customer satisfaction and enhanced employee morale.

Originally founded on eight core principles, Batho Pele has since been expanded to include two additional principles, making a total of ten guiding values that promote excellent public service.

As part of its commitment to uphold the Batho Pele ethos, Amajuba District Municipality (ADM) undertook the following initiatives to ensure effective implementation by 30 October 2019:

- Establishment of the Batho Pele Committee tasked with overseeing the implementation and promotion of the principles.
- Display of Batho Pele principles prominently at all municipal reception areas.
- Provision of name tags for all staff members to promote approachability and accountability.
- Continuous management and monitoring of Suggestion Boxes to encourage community feedback.
- Delivery of Batho Pele training for all staff completed by 30 June 2019 to embed the principles throughout the institution.
- Enhancement and improvement of the Municipal Call Centre to better serve the public.
- Development of the Batho Pele Policy and Procedure Manual, finalized by 30 October 2019, to guide consistent application.
- Formulation and publication of the Service Delivery Charter and Standards outlining clear commitments to the public.

ADM fully subscribes to all the Batho Pele principles, actively promoting them through regular consumer satisfaction surveys and managing inputs received via the Customer Care Line. This ensures ongoing evaluation and improvement of service delivery in alignment with community expectations.

Consultation

This is about asking our customers what they want and finding out how we can best meet their needs. This may be done by questionnaires, or by talking to customers. It's important to consult as many of our customers as we can and to use the information, we receive to help improve our service to them. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.

Service Standards

While we should continually try to improve the service we give, it's also about how well we promise to deliver our service at any time. If we already know what is important to our customers, then we can set service standards which must be realistic depending on the resources we have. We should also be able to measure these standards so that everyone can see if they are being met.

Access

Access applies especially to the previously disadvantaged sectors of the community and to people with special needs. These needs may include access to our departments for the physically disabled, or having services which are too far away for people to visit. Good staff attitudes and addressing customers in their own language makes access easier.

Courtesy

Courtesy is not only being polite to customers, but being friendly, helpful and treating everyone with dignity and respect. We should write down a code of conduct and we should train and assess our staff in customer care. Our managers should monitor the relationship between front line staff and customers and help staff to give a warm and friendly service to everyone.

Information

Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in several ways, to mention some, through newspapers, radio, posters, and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language. We should disseminate a Service Commitment Charter to inform customers about the services we offer.

Openness and Transparency

This Batho Pele principle encourages our departments to be open and honest about every aspect of our work. We should publish an annual report to tell citizens how our resources were used, how much everything cost, including costs for staff, equipment delivery, services and so on. It should also include how well our department performed-did we keep our promises-deliver on time and so on. If we did not meet our standards, we should list the reasons and find ways to improve our service. We should hold "open days," and invite members of the public to show them how we run our business.

Redress

Redress is making it easy for people to tell us they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner. We should apologise and put the problem right as quickly as possible. We should tell Customers how and where to complain and we should keep a record of all complaints and how we dealt with them. We should understand that complaints can help us to improve our service as they tell us what our customers want.

Best Value

This principle includes giving our customers the best service we can using all our resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost. This might include us forming partnerships with other service providers and the community. If we work efficiently and maximise our skills, we will add value and produce service excellence to give our customers the best value for their money. Innovation and Reward This Batho Pele principle was an addition to the original list because of many of the participating departments innovative and creative ways of "doing things better." Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who "go the extra mile" in making it all happen.

Customer Impact

This is a new principle which has been added in for 2002. It focuses on the changes and consequences that result from our implementing Batho Pele in our work. It was noticed that some departments had concentrated more on some of the principles and had forgotten others. Impact means looking at the benefits which we have provided for our customers both internal and external -it's how the nine principles link together to show how we have improved our overall service delivery.

Innovation and Reward

This Batho Pele Principle was an addition to the original list because of many of the participating departments or municipalities innovative and creative ways of doing things better. Innovation can be

new ways of providing better service, cutting costs, improving conditions, streamlining and generally making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who go an extra mile in making it all happen.

Leadership and Strategic Direction

Good leadership is the one of the most critical ingredients for successful organisations. Organisations who do well in serving their customers can demonstrate that they have leaders who lead by example, who set the vision, and ensure that the strategy for achieving the vision is owned by all properly deployed throughout the organisation. They take an active role in the organisation's success. The municipality is currently in the process of revising its organisational structure, in this with the aim of being able to identify a champion for Batho Pele and ensuring the implementation its policy.

4.1.2 SERVICE DELIVERY CHARTER AND STANDARDS

Table: 84: Departmental Standard

MAIN DEPARTMENTAL STANDARD	SERVICE STANDARDS
OFFICE OF THE MUNICIPAL MANAGER **Communications Unit**	We aim to deliver an effective and efficient communication approach for government communication to ensure a healthy and sustainable communication system. Communications section is guided by this legislative framework: Section 152(1) (e): In setting out the objects of local government, it states that municipalities must, "encourage the involvement of communities and community organizations in matters of local government". Section 160(7): "A municipal council must conduct its business in an open manner, and may close its sittings, or those of committees, only when it is reasonable to do so". Section 162(3): "Municipal by-laws must be accessible to the public".
PLANNING AND DEVELOPMENT SERVICES **Environmental Management Unit** **Local Economic Development**	Air quality- the council has a responsibility to issue air emission licenses, reporting to Provincial Economic Development Tourism and Environmental Affairs (EDTA), compliance monitoring -Ambient air monitoring. -Development of Climate Change Response Strategy and implementation. AIR QUALITY- we strive towards achieving 75% of air quality compliance, depending on the availability of resources like ambient air monitoring, compliance monitoring, human resources etc. Attainment of economic development throughout the district through: Enhancement of trade and industry Expansion of infrastructure Rejuvenation of mining activities Enhancement of SMME's Agricultural development and diversification

Planning and Development Services	Ensuring that proper planning is implemented and sustainable guided by the legislation PDA and SPLUMA. Comment on Mining applications and EIA's Deal with building (all structural) applications Ensuring compliance with permitted land use Adhere to the process as stipulated in these acts PDA AND SPLUMA spatial planning land use management act
COMMUNITY SERVICES **Municipal Health Services** **Disaster Management**	Prevent disease outbreak, throughout the district through Water quality monitoring Food control Waste management. Health surveillance of premises. Our function is to save lives, property and economy supported by the District Disaster Management Plan
FINANCIAL SERVICES	Consumers on the billing system will receive an understandable and accurate bill from the municipality Consumers who are in arrears with the municipal accounts and have not decided with the council will have the water supply suspended, restricted or disconnected. Customers in arrears will be personally contacted telephonically and electronically to encourage payment. The municipality will strive to get 80% collection rate
ENGINEERING AND TECHNICAL SERVICES **Water and sanitation**	There shall be 52% of uninterrupted water supply (190 days) per year. There shall be not less than 175 days water interruption within a year. Interrupted water supply shall be restored within 72 hours (subjected to availability of spares) Provide you as our customers with safe drinking water.

4.2 OPERATION SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is a provincial initiative established to promote coordinated and integrated service delivery to communities across KwaZulu-Natal.

The overarching aim of OSS is to rebuild the social fabric of communities by promoting human values and addressing critical health and social challenges. These include combating diseases such as HIV & AIDS and Tuberculosis (TB), as well as tackling social ills like gender-based violence and substance abuse.

Simultaneously, OSS fosters moral regeneration and targets issues of poverty and malnutrition, contributing to overall community upliftment.

The programme's implementation is ward-focused, utilizing War Rooms as coordination hubs to facilitate integrated service delivery through strong and effective partnerships between government departments, civil society, and local communities.

4.2.1 State of OSS in Amajuba District

Table: 85: State of OSS in Amajuba District

Municipality	Functionality	Of OSS	Structures	
	Chairperson	**Deputy Chairperson**	**Secretary**	**Deputy Secretary**
Newcastle LTT	Filled	Filled	Filled	Filled
Dannhauser LTT	Vacant	Filled	Filled	Filled
eMadlageni LTT	Filled	Filled	Filled	Filled
Amajuba DTT	Filled	Vacant (Caretaker: Miss G. Sibisi)	Filled	Vacant (Caretaker: Ms. N. Mazeka)

4.2.2 Operation Sukuma Sakhe Structure

Minister Champion Min G. Mantashe MP Dep. Min P. Mgcina MP		Local Champion (Mayors) Newcastle: Cllr. D. X. Dube Dannhauser: Cllr. B. A. Hadebe EMadlangeni Cllr. M. L. Buthelezi
	Provincial Convener Mrs. Mandisa Zungu CoGTA +2782 778 8793	
MEC Champion Mr. L. M. Meyer MPL		
	DTT Chairperson Dr. W. Sbo Khumalo DOE +2783 654 3113	
		LTT Chairperson Newcastle Mr. Z. Dlamini Dannhauser Vacant Mr. Madinana (Deputy) Emadlangeni Mr. M. S. Khanyile
District Champion Cllr. T. E. Mthembu (Mayor)		
HOD Champion		

Dr. H. B. Krishnan CoGTA		
	DTT Secretary Ms. P. Ntombifuthi Mthethwa DSD +2782 955 0805 Ms. N. Mazeka DOT Caretaker	

The Amajuba District Municipality Disaster Management (ADM-DDM) framework comprises three key clusters, each led by a designated local municipality to ensure effective coordination and service delivery:

- Government Cluster – Led by eMadlangeni Local Municipality
- Justice, Crime Prevention, and Security Cluster – Led by Dannhauser Local Municipality
- Technical Hub Cluster – Led by Amajuba District Municipality

This structure facilitates focused leadership and collaboration across critical sectors within the district to enhance disaster management and community safety.

Amajuba District Profile

- Location: Amajuba District Municipality is situated in the north-western corner of KwaZulu-Natal, sharing borders with the Free State and Mpumalanga provinces.
- Population: The district has an estimated population of approximately 688,000 residents.
- Transportation: The district is strategically linked by major transportation routes, notably the N11, which serves as an alternative route between Durban and Johannesburg.
- Administrative Structure: The district is divided into 53 wards, each representing specific local governance and service delivery areas.

Table: 86: district has a total of 53 Wards

Name of Local Municipality	Number of Wards
Newcastle	34
Dannhauser	13
eMadlangeni	06

Possible Solution

Amajuba District to promote integrated approach in planning, budgeting and implementation of District Development Model (DDM)

4.3 IGR

4.3.1 Provincial IGR Structures

The Municipal Manager and Mayor are required to participate in Provincial IGR Structures. These structures' purpose is to give effect to the principle of cooperative governance and intergovernmental

relations, especially between the provincial and local spheres of governance. These meetings are coordinated by the Provincial Government. Meetings that have been held as part of the 2024/2025 financial year are as follows:

Technical MUNIMEC sat on the 15 October 2024.

4.3.1 Provincial IGR Structures

The Municipal Manager and Mayor are required to participate in Provincial IGR Structures. These structures' purpose is to give effect to the principle of cooperative governance and intergovernmental relations, especially between the provincial and local spheres of governance. These meetings are coordinated by the Provincial Government. Meetings that have been held as part of the 2024/2025 financial year are as follows:

4.3.2 District Development model /Intergovernmental Relations (IGR) Structures

All IGR structures in the ADM are established in line with the Intergovernmental Relations Framework Act no. 13 of 2005 Part 4. This act provides a framework for all spheres of government to promote and facilitate intergovernmental relations.

I. Background of District Development Model

In consideration of the magnitude and severity of the Covid-19 outbreak which was declared a global pandemic, Cabinet at a special meeting held on 15 March 2020 resolved to declare a National State of Disaster. In this regard the Minister of Cooperative Governance and Traditional Affairs (Cogta) issued a Gazette declaring a State of Disaster, in terms of Section 27 of the Disaster Management Act 2002.
The President addressed the nation and announced extra ordinary measurers to be implemented to mitigate and combat the spread of Covid-19. To ensure proper monitoring, reporting and implementation of the regulations, directions and guidelines by all sectors, the President established a National Coronavirus Command Council.
The directions issued by the Cogta MEC and subsequent to circular 10 of 2020 to all Municipalities stipulates that for the duration of the state of disaster for Covid-19, all Mayors and institutions shall take reasonable measures to facilitate and implement measures to prevent the spread of the virus. One such measure was the establishment of District Command Centres (DCC).
The purpose of the Coronavirus Command Centres is to facilitate and ensure implementation of measures to combat the spread of COVID-19 across provinces and districts at an administration level. The Command Council further replicates the national and provincial structures at a local level.
The National Corona Virus Command Council (NCCC) and Cabinet endorsed the District Development Model ( ) as an intergovernmental vehicle for integrating and coordinating the implementation of all of Government Covid – 19 and GBVF Response Plans

II. *Objectives of the DDM*

To achieve coherent governance, the President announced: -
a coordinated District & Metro level approach to business by all 3 spheres - "we are going to do away with this fragmented approach to development."
44 Districts and 8 Metros will be the high impact zones for the country;
Redirect and confirm co-operative governance & integrated collaborative planning and implementation undertaken at a District and Metro level by all 3 spheres.
Institutionalized long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
Integrated Services

Strengthened M&E

DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison.

Ensure that we bring to life the aspirations of "The People Shall Govern" & "Bringing government closer to the People". Developmental change is shaped and owned at district level in partnership with Communities, citizens and social partners

III. HOW DO WE IMPLEMENT THE DDM

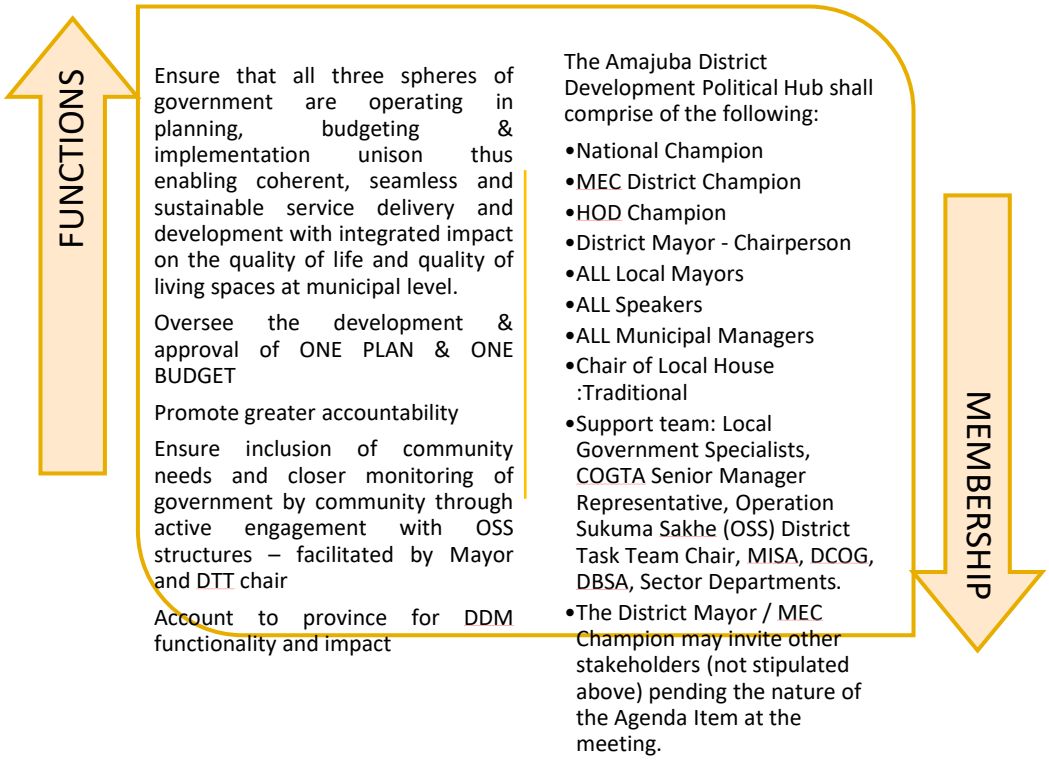
The implementation of the DDM requires two-pronged approach: -

Establishment and Monitoring of the District structures and management frameworks which are integrated with the existing OSS framework

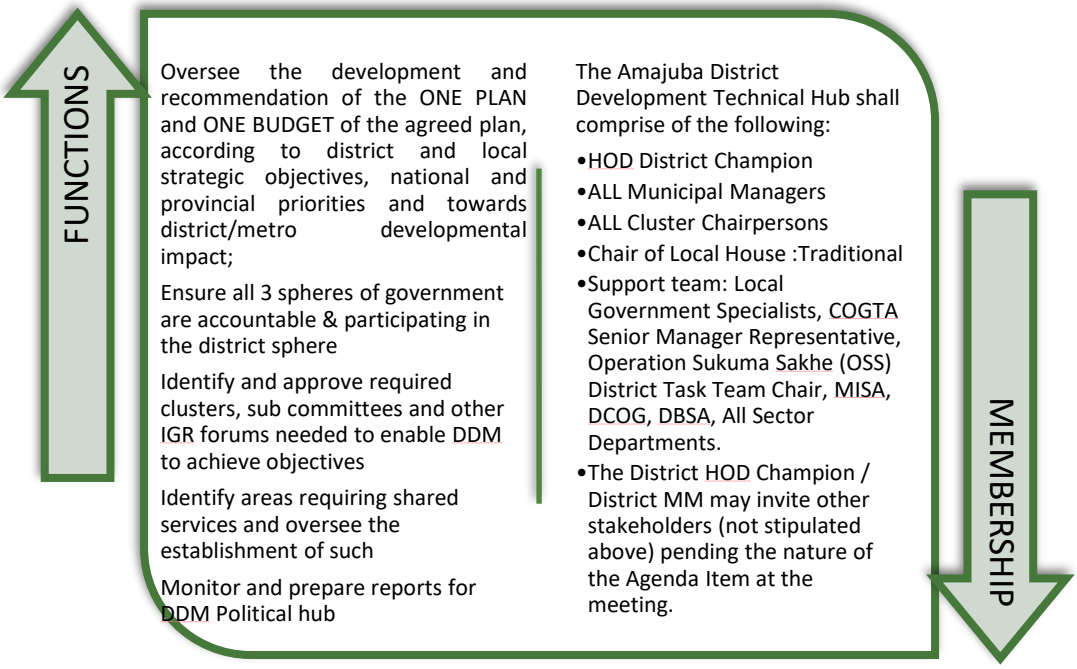
Developing ONE PLAN in each District & Metro space through a 3 phased process

IV. DDM STRUCTURES

- FUNCTIONS AND MEMBERSHIP OF THE DDM POLITICAL HUB



- FUNCTIONS AND MEMBERSHIP OF THE DDM TECHNICAL HUB


FUNCTIONS
Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact;
Ensure all 3 spheres of government are accountable & participating in the district sphere
Identify and approve required clusters, sub committees and other IGR forums needed to enable DDM to achieve objectives
Identify areas requiring shared services and oversee the establishment of such
Monitor and prepare reports for DDM Political hub
The Amajuba District Development Technical Hub shall comprise of the following:
•HOD District Champion
•ALL Municipal Managers
•ALL Cluster Chairpersons
•Chair of Local House :Traditional
•Support team: Local Government Specialists, COGTA Senior Manager Representative, Operation Sukuma Sakhe (OSS) District Task Team Chair, MISA, DCOG, DBSA, All Sector Departments.
•The District HOD Champion / District MM may invite other stakeholders (not stipulated above) pending the nature of the Agenda Item at the meeting.
MEMBERSHIP

4.4 IGR STRUCTURES OPERATIONAL

The strategic agenda and priorities of hubs and clusters have been fully aligned with the objectives of the One Plan, ensuring cohesive and coordinated implementation.

IGR Functionality Area	Status	Notes
Regular meetings	Mostly	But varies across clusters
Agenda aligned to DDM One Plan	Partial	Improving, but uneven
Decision matrix & tracking implementation	Weak	Needs strengthening and standardisation

While IGR structures are operational in most areas, full alignment with the DDM One Plan and effective tracking mechanisms (like a decision matrix) are still developing. Stronger coordination, capacity-building, and accountability mechanisms are needed to ensure IGR forums function as intended for integrated planning and service delivery.

Area	Status	Notes
Departmental attendance at IGR forums	Partial	Not always consistent or impactful
Technical contribution to DDM planning	Emerging	More capacity and coordination
Alignment of departmental budgets to DDM	Weak	Budgeting cycles often remain siloed
Decision-making authority of representatives	Limited	Representatives can't commit on behalf of their departments

Some sector departments do participate in IGR and DDM structures at the district level, but the quality and impact of their participation vary. Strengthening their role is essential for achieving integrated service delivery, and requires:

- Higher-level participation (decision-makers),
- Better alignment of plans and budgets,
- And clear accountability mechanisms across spheres.

4.4.1 DDM CLUSTERS

Government clusters are groupings of government departments with cross-cutting programmes. Clusters foster an integrated approach to governance that is aimed at improving government planning, decision making and service delivery. The objective is to ensure proper coordination of all government programmes at national, provincial and local levels.

The main functions of the clusters are to ensure the alignment of government-wide priorities, facilitate

and monitor the implementation of priority programmes and to provide a consultative platform on cross-cutting priorities and matters being taken to the and Political.

The clusters mirror the Ministerial clusters and provide technical support to the DCC/Technical and Political Hubs. The following Amajuba DDM Clusters were established: -

Social Protection, Community and Human Development Cluster
Economic Sectors & Infrastructure Development Cluster
Governance, State Capacity, Institutional Development, Communication and Finance Cluster
Justice, Crime Prevention & Security Cluster

4.4.2 DDM CLUSTERS AND CHAIRPERSONS

Table: 87: DDM Clusters and Chairpersons

NAME OF DDM STRUCTURE	CHAIRPERSON	FREQUENCY OF MEETINGS	RESPONSIBLE DISTRICT/LM
Political Hub	Cllr Prince MN Zulu His Worship the Mayor Amajuba DM	Quarterly	Amajuba District Municipality
Technical Hub	Mr. TB Dube Municipal Manager Amajuba DM	Quarterly	Amajuba District Municipality
Social Cluster (SPCHD)	Mrs S Dube Director IGR, Public Participation and Social Development Newcastle LM	Monthly	Newcastle LM
Economic Cluster (ESID)	Mr TN Shandu Director Engineering Services, Amajuba DM	Bi-Monthly	Amajuba District Municipality
Governance Cluster (GSCIDCF)	Mrs G Mavundla Municipal Manager Emadlangeni LM	Bi-Monthly	Emadlangeni LM
Justice Cluster (JCPSC)	Mr S. Khumalo Director Community Services Dannhauser LM	Bi-Monthly	Dannhauser LM

Each Hub and Clusters have co- chairs who works with the chairperson in chairing the meetings.

Table: 88: DDM/IGR Structure Functionality

IGR Structure	Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Political Hub	Q1	26/09/2024	26/09/2024	Yes	Yes
	Q2	08/11/2024	-	-	-
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
Technical Hub	Q1	23/09/2024	29/09/2024	Yes	Yes
	Q2	07/11/2024	-	N/A	N/A
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Social Cluster	Q1	04/07/2024 01/08/2024 05/09/2024	12/07/2024 06/08/2024 -	Yes Yes -	Yes Yes -
	Q2	06/10/2024 02/11/2024 -	10/10/2024 08/11/2024 -	Yes Yes -	Yes Yes -
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
		N/A	N/A	N/A	N/A
Justice Cluster	Q1	04/07/2024 01/08/2024 05/09/2024	10/07/2024 29/08/2024 -	Yes Yes -	Yes Yes -
	Q2	06/10/2024 02/11/2024 07/12/2024	17/10/2024 28/11/2024 -	Yes Yes -	Yes Yes -
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
Economic Cluster	Q1	05/07/2024 01/08/2024 06/09/2024	- 06/08/2024 -	N/A Yes -	N/A Yes -
	Q2	02/10/2024 03/11/2024 08/12/2024	- 17/11/2024 -	N/A Yes -	N/A Yes -
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A
Governance Cluster	Q1	05/07/2024 01/08/2024 06/09/2024	05/07/2024 21/08/2024 -	Yes Yes -	Yes Yes -
	Q2	02/10/2024 03/11/2024 08/12/2024	- 18/11/2024 -	- Yes -	- Yes -

	Q3	N/A	N/A	N/A	N/A
	Q4				
		N/A	N/A	N/A	N/A

All meetings convened as scheduled during the respective quarters. The participation of stakeholders in the Amajuba District Municipality (ADM) Intergovernmental Relations (IGR) structures is detailed in the table below:

Table: 89The Participation of other Stakeholder in ADM and IGR Structure

Stakeholders	Mayors Forum	MM Forum	Communicators Services	Community Services	Corporate Services	Finance Services	Planning & Development	Technical Services	Risk & Internal Audit	Speakers Forum
Amakhosi	x									X
Audit General		X				X			X	
CoGTA (Municipal Administration Branch)					X					
CoGTA (Infrastructure Branch)								X		
CoGTA (Community)				X						X
CoGTA (Finance Branch)						X			X	
CoGTA (Planning & IDP Branch)							X			
CoGTA (Communication)			X							
DBSA		X				X		X	X	
Dept of Energy & Mineral Resources							X	X		
Dept of Public Works							X	X		
Dept of Transport	X						X	X		

Dept of Education	X	X		X			X			-
Dept of Community Safety and Liaison				X						X
Dept of Social Development				X						-
Dept of Sports and Recreation				X						-
Dept of Home Affairs				X						-
Dept of Water Affairs							X	X		X
Dept of Human Settlement				X			X	X		-
Dept of Rural Development and Agriculture							X			-
District AIDS Council	X			X						
District Disability Forum				X						-
District Sports Council				X						-
District Women's Forum				X						-
District Men's Forum				X						-
Disaster Management Centre				X						-
Eskom							X	X		-

uThukela Water Pty (Ltd)		X						X		
GCIS	X		X							
KZN Treasury						X				
SALGA	X	X			X				X	
South African Social Security Agency (SASSA)				X						X
State Owned Enterprises (Cipro, SEDA, etc.)							X			
Local Chamber of business	X	X					X			
Department of Environmental affairs							X			
Department of Health	X	X		X						
Department of Correctional Service				X						
Department of Economic Development & Tourism							X			
Department of Human Settlement								X		
Statistics South Africa							X			

Farmers Association							X			

4.4.3 Council Committees and DDM/ IGR Structures

In accordance with the Municipal Structures Act No. 117 of 1998 (Part 5), Municipal Councils are empowered to establish committees to promote the effective and efficient functioning of municipal governance. In alignment with the Intergovernmental Relations Framework Act, 2005, the Amajuba District Municipality (ADM) has appointed a dedicated Intergovernmental Relations (IGR) Manager and Officer, both of whom are placed within the Corporate Services Department.

This institutional arrangement enhances Council oversight over critical administrative functions, including Audit, Performance Management, Budgeting, and Integrated Development Planning (IDP).

The ADM operates under a fully functional Municipal Council, which is supported by the following structures:
2024/2025 Quarter 2

Table: 90: Functionality of Council

COUNCIL AND COUNCIL COMMITTEES	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	TOTAL MEETINGS ATTENDED
WHIPS COMMITTEE	Nil	26/11/2024	Nil	0
ENGINEERING SERVICES PORTFOLIO COMMITTEE	08/10/2024	12/11/2021	04/12/2024	3
COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE	09/10/2024	13/11/2024	04/12/2024	01
MPAC	24/10/2024	01/11/2024	12/12/2024	01
COUNCIL	29/10/2024 (Demo)	14/11/2024 28/11/2024	11/12/2024 18/12/2024	03

Inkosi GM Nkosi is a member of the Council and below Council Committees from 05 May 2023 to 28 November 2024. His attendance during quarter 2 was as follows:

2024/2025 Quarter 2

COUNCIL AND COUNCIL COMMITTEE	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	TOTAL MEETINGS ATTENDED

COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE	09/10/2024	13/11/2024	04/12/2024	01
MPAC	24/10/2024	01/11/2024	12/12/2024	0
COUNCIL	29/10/2024 (Demo)	14/11/2024 28/11/2024	11/12/2024 18/12/2024	01

Inkosi A Zwane officially joined ADM Council on the 28th of November 2024, he is a member of Council and below Council Committees: His attendance during quarter 2 was as follows:

COUNCIL AND COUNCIL COMMITTEES	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	TOTAL MEETINGS ATTENDED
MPAC	24/10/2024	01/11/2024	12/12/2024	0
BTO & CORPORATE SERVICES PORTFOLIO COMMITTEE	15/10/2024	14/11/2024	10/12/2024	0
COUNCIL	29/10/2024 (Demo)	14/11/2024 28/11/2024	11/12/2024 18/12/2024	02

Inkosi T.G Khumalo is a member of the Council and below Council Committees from 28 November 2024. His attendance during quarter 2 was as follows:

2024/2025 Quarter 2

COUNCIL AND COUNCIL COMMITTEE	OCTOBER 2024	NOVEMBER 2024	DECEMBER 2024	TOTAL MEETINGS ATTENDED
EXECUTIVE COMMITTEE	16/10/2025	26/11/2025	12/12/2025	0
COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE	09/10/2024	13/11/2024	04/12/2024	01
MPAC	24/10/2024	01/11/2024	12/12/2024	0
COUNCIL	29/10/2024 (Demo)	14/11/2024 28/11/2024	11/12/2024 18/12/2024	02

4.5 COUNCIL, COUNCIL COMMITTEES AND IGR FORUMS MEETING 2024/25

Table: 91: Council, Council Committees and IGR Forum Meetings

MONTH	COUNCIL	WHIPS	EXCO	AUDIT	LLF	ADM EEF	ADM IDP RF	BTO & CORP PC	COM & LED SERV PC	PDP & ENG SERV PC	MPAC	MANCO	GEN STAFF	SPEAKERS FORUM	POLITICAL HUB	TECHNICAL HUB	SOCIAL CLUSTER	JUSTICE CLUSTER	ECONOMIC CLUSTER	GOVERNANCE CLUSTER
TIME	10am	10 am	10am	10 am	10 am	14 pm	10am	10am	10am	10am	10am	8am	14pm	10am						
2023/2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
JULY	27	25	20	28	18			14	13	12	21	10					06	06	07	07
AUGUST			24		17	11	07	18	15	16	29	07	31	25			04	04	03	03
SEPTEMBER			21		19			12	8	7	26	04			29	26	01	01	04	04
OCTOBER	31	27	19		17			13	11	10	26	09					06	06	02	02
NOVEMBER			23	28	17	10	03	15	17	14	24	06	29	30	08	07	02	02	03	03
DECEMBER			21					14	12	15		11					07	07	08	08

2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
JANUARY	∑ 25	23	18	26	19			11	10	09	30	08					05	05	04	04
FEBRUARY	√ 29	27	22		16	23	14	14	15	13	27	23	28				02	02	01	01
MARCH	28	26	21		15			14	13	12	22	11		20	26	19	01	01	08	08
APRIL			24	26	16			12	10	11	25	08					04	04	05	05
MAY	Ω 31	30	22		17	10	13	15	14	09	21	06	27				03	03	02	02
JUNE			20		19			12	11	13	21	03		07	10	14	04	04	03	03

KEY	DESCRIPTION	Key	Description
∑	Annual Report /Adjustment Budget	O	Political Hum
√	Budget Workshop	P	Technical Hub
Ω	IDP/Budget Approval Meeting	Q	Social Cluster
A	COUNCIL MEETING	R	Justice Cluster
B	WHIPS MEETING	S	Economic Cluster
C	EXECUTIVE COMMITTEE	T	Governance Cluster
D	AUDIT AND PERFORMANCE AUDIT COMMITTEE		
E	LOCAL LABOUR FORUM		
F	AMAJUBA DM EMPLOYMENT EQUITY FORUM		

G	AMAJUBA DM IDP RF		
H	FINANCE & CORPORATE SERVICES FORUM		
I	COMMUNITY & SOCIAL SERVICES FORUM		
J	ENGINEERING & PLANNING SERVICES PORTFOLIO		
K	MPAC		
L	MANCO		
M	GENERAL STAFF MEETING		
N	SPEAKERS FORUM		

In preparation for this schedule the following was noted and considered:

Dates excludes special meetings
Dates may change with request from the Chairperson
Local Municipalities calendar of meetings was considered: NN and DHN LOCAL MUNICIPALITIES WERE CONSIDERED THEY BOTH ENDS IN DEC 2021

AMAJUBA DISTRICT MUNICIPALITY SCHEDULE OF MEETINGS 2024/2025 FOR COUNCIL, COUNCIL COMMITTEES AND IGR FORUMS MEETINGS

Table: 92: ADM Schedule of Meetings

MONTH	COUNCIL	WHIPS	EXCO	AUDIT COM	LLF	EEF	IDP RF	BTO & CORP PC	COM & PLAN SERV PC	ENG SERV PC	MPAC	TOP MANCO	GEN STAFF	SPEAKERS FORUM	DDM POLITICAL HUB	DDM TECHNICAL HUB
TIME	10h00	10h00/ 14h00	10h00	10h00	10h00	14h00	10h00	10h00	10h00	10h00	10h00	09h00	13h30	10h00	09h00	09h00
2024	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
JULY	25	23	18		16			11	09	10		1,8,15, 22&29				
AUGUST			22	19	20	16	06	15	13	14	30	5,12,19& 26	30	29		
SEPTEMBER			19		17			12	10	11		2,9,16, 23&30			27	23
OCTOBER	31	29	24		22			10	09	08	25	7,14,21 &28				
NOVEMBER			21	22	19	15	01	14	13	12		4,11,18 &25	29	25	08	07

DECEMBER			19					12	11	10	13	2&9				
2025	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**	**L**	**M**	**N**	**O**	**P**
JANUARY	∑ 23	21	16		21			09	08	07	17	06,13,20 &27				
FEBRUARY	√ 27	25	20		19	21	13	14	12	11		3,10,17 &24	26			
MARCH	27	25	20	26	14			13	12	11	18	3,10,17, 24&30		19	28	26
APRIL			23		16			11	10	09		7&14				
MAY	Ω 29	27	22		16	09	12	15	13	14	16	5,12,19 & 26	26			
JUNE			26	27	20			12	11	10	20	2,9,16,23&30		09	13	06

KEY	DESCRIPTION	Key	Description
∑	Annual Report /Adjustment Budget	O	DDM Political Hub
+√	Budget Workshop	P	DDM Technical Hub
Ω	IDP/Budget Approval Meeting	Q	DDM Social Cluster
A	COUNCIL MEETING	R	DDM Justice Cluster
B	WHIPS COMMITTEE	S	DDM Economic Cluster
C	EXECUTIVE COMMITTEE	T	DDM Governance Cluster
D	AUDIT AND PERFORMANCE AUDIT COMMITTEE (AC)		

E	LOCAL LABOUR FORUM (LLF)		
F	EMPLOYMENT EQUITY FORUM (EEF)		
G	INTEGRATED DEVELOPMENT PLAN REPRESENTATIVE FORUM (IDP RF)		
H	BUDGET & TREASURY OFFICE AND CORPORATE SERVICES PORTFOLIO COMMITTEE		
I	COMMUNITY SERVICES & PLANNING PORTFOLIO COMMIITTEE		
J	ENGINEERING SERVICES PORTFOLIO COMMITTEE		
K	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)		
L	TOP MANAGEMENT COMMITTEE (TOP MANCO)		
M	GENERAL STAFF MEETING		
N	SPEAKERS FORUM		

In preparation for this schedule the following was noted and considered:

Dates excludes special meetings
Dates may change with request from the Chairperson
Local Municipalities calendar of meetings was considered for Newcastle and Dannhauser Local Municiplaities. Dannhauser Municipality calendar of meetings ends in December 2024.
eMadlangeni Local Municipality calendar of meetings has not been obtained yet.

4.6 DISTRICT WARD COMMITTEE STRUCTURES

Public participation is a vital part of our democracy and allows for citizens to get involved in how their communities are governed. At local government level the Local Government: Municipal Structures Act, 1998, requires amongst other municipalities to develop mechanisms to consult communities and community organizations in performing their functions and exercising its powers. These structures are function at a Local Municipality space and do not apply at a District level. Ward Committees provide a vital link between Ward Councilors, the community, and the municipality.

They allow for members of communities to influence municipal planning in a manner which best addresses their needs. Ward committees are crucial in the local government system as they are the link between the councilor and the community. The South African Local Government Association, which is the sole representative of all municipalities, says ward committees are also important in fostering relations between ward councilors and key stakeholders at ward level, such as traditional councils and community development workers.

The function of a Ward committees play a vital role in enhancing participatory governance at the local level. Their primary function is to make recommendations on matters affecting their respective wards, either directly to the ward councillor or, through the ward councillor, to the municipal council, executive committee, or relevant support committees.

Recognized as statutory consultative structures, ward committees serve as a key communication channel between the municipality and local communities. Their responsibilities include, but are not limited to:

- Representing the community in the compilation and implementation of the Integrated Development Plan (IDP);
- Promoting constructive and harmonious interaction between the municipality and community members;
- Addressing issues that impact and benefit the community;
- Acting in the best interest of the ward community; and
- Facilitating active public participation in the municipality's budgetary processes.

The functionality and performance of ward committees within the Amajuba District Municipality are detailed in the tables below:

Table: 93: Ward Committee

Municipality	No of number wards	No of functional ward committees	Functional wards	No of non-functional ward committee	Non-functional wards	Comments
Newcastle	34	23 (68%)	1,3,6,7,8,9,10,11,14,15,16,17,18,21,23,24,25,26,27,29,31,33,34	11(32%)	2,4,5,12,13,19,20,22,28,30,32	**Ward 2**: No community meeting & ward report **Ward 4:** No community meeting & ward report **Ward 5**: No community meeting

						Ward 12: No ward committee &community meetings **Ward 13:** No community meetings & ward reports **Ward 19:** No ward committee & community meetings **Ward 20:** No ward committee & community meetings **Ward 22:** No community meetings **Ward 28:** No community meeting &ward report **Ward 30:** No community meeting **Ward 32:** No community meeting and ward report
Dannhauser	13	13 (100%)	1,2,3,4,5,6, 7,8,9,10,11, 12,13	0 (0%)	Nil	Evidence presented for all indicators
Emadlangeni	06	05 (83%)	2,3,4,5,6	01(17%)	1	**Ward 1**: No ward committee and community meetings
TOTAL	**53**	**41 (77%)**		**23%)**		

4.7 TRADITIONAL LEADERS IN MUNICIPAL COUNCIL

Traditional Leaders participation in Municipal Council have been identified by the MEC of COGTA in terms of Provincial Gazette of KwaZulu Natal, Vol 7 No 926. This is further informed by Section 81 of Municipal Structures Act, Act 117 of 1998 and schedule 6. This exercise assists the management of relations between Traditional Leaders and Municipal Council within the area of jurisdiction of the Municipal Council and promotes and facilitate Intergovernmental Relations. The status of Traditional Leaders participating in Municipal Council is stipulated in the guidelines on the Role of Traditional Leaders Participating in Municipal Council.

For the financial year 2025/2026, the Traditional Leaders participating at Amajuba District Municipality are as follows:

Inkosi M Mbatha from Mbatha Traditional Community, Inkosi GM Nkosi from Emalangeni Traditional Community. Inkosi Nkosi no longer participates in the Amajuba Council as per letter received from the MEC for Co-operative Governance dated 08 September 2024 which indicated that he was to be redeployed to Dannahuser Local Municipality. The MEC Letter dated 08 September 2024 stated that Inkosi GM Nkosi is to be replaced by Inkosi T.G Khumalo of the Khumalo Traditional Community and the late Inkosi PSS Khumalo of Amantungwa Traditional Council to be replaced by Inkosi A Zwane of Ingwe Traditional Community.

As of 28 November 2025 ADM has the follow 3 Traditional Leaders:

Inkosi M Mbatha;

Inkosi A Zwane; and

Inkosi T.G Khumalo

Inkosi M Mbatha is a member of the Council and below Council Committees. His attendance during quarter 2 was as follows:

4.7.1 Engagement with Traditional Leadership

As part of its ongoing stakeholder relations strategy and efforts to strengthen cooperative governance, the Municipality held one-on-one engagements with traditional leaders. A luncheon meeting with the amakhosi was organized to foster dialogue and collaboration.

The first engagement session for the 2025/2026 Integrated Development Plan (IDP) Review took place on 7 January 2025 at Balele Game Park in Emadlangeni. This event marked a significant step in ensuring that the voices of traditional leaders are incorporated into the planning and development processes of the Municipality.

The post and attendance register of the meeting are attached in the annexure for reference.

4.7.2 District Development Model /Intergovernmental Relations (IGR) Structures

The District Development Model (DDM) was introduced by President Cyril Ramaphosa during his 2019 Budget Speech as a means to improve coherence and coordination across the three spheres of government. Following this, the model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC, and various MINMEC meetings.

The establishment of DDM Hubs and Clusters aligns with the Intergovernmental Relations Framework Act of 2005, promoting integrated planning and service delivery. The structure comprises:

- 2 DDM Hubs, which convene on a quarterly basis, and
- 4 Clusters, which meet monthly.

As of April 2021, all Intergovernmental Relations (IGR) Forums were amalgamated into the DDM Hubs and Clusters to streamline coordination and reduce duplication.

The DDM Hubs and Clusters serve as practical intergovernmental mechanisms enabling national, provincial, and local government, along with State-Owned Entities (SOEs), to plan, coordinate, and implement development initiatives collectively and in unison.

4.8 IDP STEERING COMMITTEE

The IDP Steering Committee is comprised of Directors and Managers from various municipal departments. Meetings are held quarterly, or as and when necessary, to guide and coordinate the Integrated Development Plan (IDP) processes.

4.9 EXECUTIVE COMMITTEE

Executive Committee (ExCo) is the principal municipal Council Committee and reports to the municipal Council on decisions made in terms of its delegated powers as well as recommendations made on those issues the municipal Council has not delegated to ExCo. The Amajuba DM ExCo Members are as follows:

Table: 94: Executive Committee Members

EXECUTIVE COMMITTEE MEMBERS			
No	Initials & Surname	Party	
1.	Cllr Prince MN Zulu resigned 19 December 2024	IFP	Mayor
2.	Cllr TE Mthembu Acting Mayor as of 20 December 2024	IFP	Deputy Mayor
3.	Cllr S Sizani	EFF	Member
4.	Vacant	ANC	Member
5.	Cllr JP Khumalo	ANC	Member

4.10 Internal Audit and Risk Management

The Amajuba District Municipality has a fully functional in-house Internal Audit Unit established in accordance with Section 165 of the Municipal Finance Management Act (MFMA). The unit comprises three employees: a Manager: Internal Audit, an Audit Senior, and one Internal Auditor.

The Internal Audit Unit reports administratively to the Municipal Manager and functionally to the Audit Committee, ensuring independence and accountability in its operations. Its core function is to independently assess and review risk management practices and the effectiveness of internal control systems implemented by management.

The unit operates in line with a formally approved Internal Audit Plan, which is developed in consultation with management and approved by the Audit Committee at the beginning of each financial year. This plan guides all audit activities undertaken during the year.

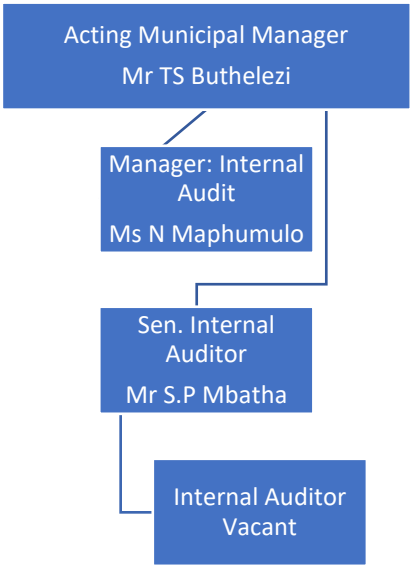
The Municipality is actively working towards fully capacitating the Internal Audit Unit to enhance its effectiveness and oversight capabilities. The scope of work of the Internal Audit Unit includes, but is not limited to, monitoring and evaluating whether Amajuba District Municipality's risk management, control, and governance processes—as designed and implemented by management—are adequate and functioning effectively to ensure:

- Risks are appropriately identified and managed;
- Regular interaction occurs between the Internal Audit Unit, various municipal departments, and other relevant stakeholders;
- Significant financial, managerial, and operational information is accurate, reliable, and timely;
- Employees' actions comply with applicable policies, standards, procedures, laws, and regulations;
- Resources are acquired economically, used efficiently, and adequately protected;
- Programmes, plans, and objectives are successfully achieved;
- Quality and continuous improvement are promoted within the municipality's control processes;

- Significant legislative or regulatory issues impacting the municipality are identified and addressed adequately; and
- Evaluation and reporting on the municipality's Performance Management System are conducted effectively.

The Internal Audit Unit's work is governed by key legislation, including but not limited to the Municipal Finance Management Act (MFMA), Municipal Systems Act, and the Municipal Planning and Performance Management Regulations.

Currently, the Amajuba District Municipality has an established Internal Audit Unit consisting of two employees (please refer to the unit organogram). The municipality is in the process of filling critical vacancies to strengthen the unit's capacity.



Functions of the Internal Audit Unit

The functions of the Internal Audit Unit include, but are not limited to, the following:

- Assessing the management of risk across the municipality;
- Assisting management in the enhancement and improvement of internal control systems;
- Evaluating controls and providing advice to managers at all levels;
- Identifying and evaluating risks that may impact municipal operations;
- Analysing operational processes and verifying the accuracy and reliability of information;
- Collaborating with other assurance providers, including the Auditor-General;
- Monitoring organizational performance against set targets, particularly as outlined in the Service Delivery and Budget Implementation Plan (SDBIP);
- Ensuring the timely convening of the Oversight Committee for matters related to internal auditing.

4.10.1 Internal Audit Committee

The Audit Committee is fully functional and provides critical oversight over both financial management and performance management within the Municipality. The committee meets monthly to review and discuss all matters requiring oversight as part of the Municipality's internal control framework.

The primary role of the Audit Committee is to assist the Council in fulfilling its oversight responsibilities, including:

- Overseeing the financial reporting process;
- Monitoring the system of internal control;
- Guiding the audit process, including both internal and external audits;
- Ensuring the Municipality's compliance with relevant laws, regulations, and the code of conduct.

Specifically, the committee reviews the following documents and activities:

- Financial Statements
- Internal Control Systems
- Internal Audit Reports
- External Audit Reports
- Risk Management Practices
- Performance Management Reports
- Compliance with Legislation and Regulations
- Organisational Integrity and Ethics
- Reporting Responsibilities

The composition of the Audit Committee is outlined in the table below:

Table: 95: Internal Auditor Committee

Member	Gender	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Mr. M.A Ngubane (Chairperson)	Male	/ /	/ /	/ /	
Mr. S Khanyile (Member)	Male			/ /	
Mr SA Ngobeni (Member)	Male			/ /	
Ms. T.D Ndlovu (Member)	Female	/ /	/ /	/ /	
Mr. TR Malunga (Member)	Male			/ /	
Mr. NT Baloyi (Member)	Male			/ /	

4.10.2 Risk Management Committee

Overview of Risk Management Culture

The Amajuba District Municipality (ADM) has demonstrated a proactive stance in institutionalizing a culture of risk management across all levels of the organization—encompassing municipal officials, political office bearers, and agents. This is evident through the adoption of a suite of governance policies and frameworks by 30 June 2024, including but not limited to:

- Risk Management Strategy and Policy
- Anti-Fraud and Corruption Policy
- Whistle Blowing Policy
- Loss Prevention and Management Policy
- Enterprise Risk Management (ERM) Framework
- Gift Policy
- Risk Management Charter
- Risk Management Implementation Plan

These frameworks are designed to ensure that ADM maintains effective, efficient, and transparent systems of risk management and internal control.

Key Inherent Risks Related to Performance Information

The audit programme will assess the municipality's internal controls addressing the following **key inherent risks** in managing performance information:

- Unclear and unaligned mandate
- Misunderstanding or misapplication of KPIs
- Misrepresentation of actual performance
- Inability to substantiate reported performance
- Delays or failure in implementing corrective actions
- Vacancies in critical top management positions
- Non-compliance with laws/regulations
- Inadequate performance reporting

These risks can significantly impair strategic decision-making, operational delivery, and regulatory compliance if not appropriately mitigated.

Risk Management Outcomes and Benefits

Effective implementation of the risk management and governance frameworks is intended to yield the following benefits:

- **Reliable service delivery**
- **Informed and rigorous decision-making**
- **Innovation in risk control**
- **Reduction of waste**
- **Fraud and corruption prevention**
- **Efficient resource utilization (value for money)**
- **Improved outputs and outcomes**

These outcomes align closely with principles of good governance and are essential for achieving ADM's service delivery objectives.

Role and Responsibilities of the Risk Management Committee (RMC)

The RMC plays a pivotal role in advising both the Accounting Officer and the Audit Committee. Its core responsibilities include:

- Departmental risk identification and oversight
- Evaluating internal controls and governance structures
- Monitoring ethics, compliance, anti-fraud measures, and loss prevention
- Overseeing Business Continuity Management (BCM)
- Guiding ERM implementation, including risk appetite alignment and risk portfolio assessments

Additionally, the RMC ensures that risk assessments guide internal audit planning and training needs.

RMC Structure and Functioning

- Meets Quarterly to assess progress on risk mitigation
- Provides oversight through interaction with the Risk Officer and Municipal Manager

Facilitates development and updating of the (Note: The composition of the committee is mentioned but not detailed in your input. Please provide the names/titles or categories of individuals included in the committee if needed.)

Conclusion

The ADM has laid a strong foundational framework for enterprise-wide risk management. The effectiveness of these controls will be determined through audit testing of:

- Actual implementation vs. documented policy
- Monitoring and reporting practices
- Accuracy and reliability of performance data
- Adherence to legal and policy requirements

Going forward, it will be crucial to ensure that the RMC remains active, top management positions are filled, and a culture of accountability is consistently reinforced.

Table: 96: Risk Committee Members

No	Name and Surname	Designation	Position
1	Mr. NT Baloyi	**External Member**	Chairperson
2	Mr TS Buthelezi	Acting Municipal Manager	Member
3	Mr Zakhele Ndlovu	Chief Financial Officer	Member
4	Mr T. Shandu	HoD: Technical Services	Member
5	Mr Thulani Dube	HoD: Corporate Services	Member
6	Mr T Xaba	HoD: Community Services	Member
7	Mr. T Buthelezi	HoD: Planning and Development	Member

4.10.3 Enterprise Risk Management

Risk Management in Compliance with MFMA Section 62(1)(c). In terms of Section 62(1)(c) of the Municipal Finance Management Act (MFMA), municipalities are required to establish and maintain an effective, efficient, and transparent system of risk management. Risk management is a critical component of good governance and ensures that municipal management has appropriate processes in place to set strategic objectives aligned with the Municipality's mission, vision, and organisational values, while remaining consistent with its risk appetite and tolerance levels.

Amajuba District Municipality is committed to minimizing risk exposure by ensuring that appropriate infrastructure, internal controls, systems, and ethical standards are applied and managed within predetermined procedures and legal constraints. While the primary responsibility for risk management resides with line management across all departments, it is emphasized that every municipal employee shares responsibility for identifying and managing risk.

To reinforce this culture, Risk Assessment Workshops were conducted in collaboration with the Provincial Treasury, aimed at deepening the understanding of risk management across all levels of management and promoting accountability.

The Municipality has established mechanisms to identify, assess, and monitor risks, and has developed mitigating strategies, plans, or actions to respond effectively should risks materialize. Risk identification and assessment are ongoing processes, and risks are continuously recorded, monitored, and reviewed to ensure responsiveness and agility.

The following risk registers have been developed and assessed:

- Strategic Risk Register
- Operational Risk Register
- Information and Communication Technology (ICT) Risk Register
- Fraud Risk Register
- Occupational Health and Safety (OHS) Risk Register

These registers, particularly the Fraud Risk Register (attached as Annexure), are monitored and reviewed on a monthly basis to ensure that identified risks remain within acceptable thresholds and that mitigation efforts are effective.

Strategic and Operational Risk Registers

The Municipality has developed and implemented comprehensive Risk Registers covering the following key areas:

- Strategic Risks
- Operational Risks
- Information and Communication Technology (ICT) Risks
- Fraud Risks
- Occupational Health and Safety (OHS) Risks

These Risk Registers, including the Fraud Risk Register, are monitored monthly by management to ensure timely identification of new risks and tracking of mitigation measures. In addition, these registers are reviewed on a quarterly basis by the following governance structures:

- Risk Management Committee
- Audit Committee
- Municipal Public Accounts Committee (MPAC)
- Other relevant Council Committees

This multi-layered oversight ensures that risk management remains embedded in the Municipality's governance processes and supports informed decision-making at both administrative and political levels

The Risk Management Implementation Plan

A Risk Management Plan is a critical tool that helps the Municipality to minimize the impact of potential risks that could negatively affect cash flow, disrupt service delivery, or damage the reputation of the Municipality.

Beyond protecting financial and operational stability, the plan also plays a vital role in promoting a culture of risk awareness and accountability across all levels of the organisation. It encourages proactive and sensible risk management, enabling departments to identify, assess, and respond to risks in a structured and consistent manner.

Fraud and Ethics Awareness Campaigns

The Municipality conducts Fraud and Ethics Awareness Campaigns to foster a culture that is intolerant of unethical conduct, fraud, and corruption. These campaigns aim to:

- Promote ethical behaviour and integrity within the organisation;
- Strengthen community participation in the fight against fraud and corruption; and
- Raise awareness among employees and stakeholders about the importance of compliance, accountability, and whistle-blowing mechanisms.

Awareness initiatives are conducted annually and also on an ad hoc basis, as needed, in response to emerging risks or specific incidents. These efforts are a key part of the Municipality's broader anti-fraud and corruption strategy and reinforce its commitment to good governance and transparency.

4.10.4 LIST OF COUNCIL ADOPTED MUNICIPAL POLICIES

Table: 97: List of Council Adopted Municipal Policies

NAME OF POLICY	LIFESPAN	ADOPTION DATE	DEVELOPMENT REVIEW STATUS
Corporate Service			
Human Resources Management			
Cellular phones allowance, allocation & Wi-Fi Routers allocation Policy	5 YEARS	29 May 2025	ADOPTED
Subsistence allowance policy for visits outside the country	5 YEARS	29 May 2025	ADOPTED
Subsistence & travelling allowance Policy	5 YEARS	29 May 2025	ADOPTED
Recruitment & Selection Policy	5 YEARS	29 May 2025	ADOPTED
Internship Programme, In-Service & Experiential Training Policy	5 YEARS	29 May 2025	ADOPTED

Involvement of spouses accompanying councillors and/or officials on Official Business Policy	5 YEARS	29 May 2025	ADOPTED
Official Attendance of Memorial Services & Funeral Policy	5 YEARS	29 May 2025	ADOPTED
Study Bursary Policy	5 YEARS	29 May 2025	ADOPTED
Employment Equity & Affirmative Action Policy	5 YEARS	29 May 2025	ADOPTED
Transport Allowance Scheme Policy	5 YEARS	29 May 2025	ADOPTED
Access to Employee Files Policy	5 YEARS	29 May 2025	ADOPTED
Employee Promotion Policy	5 YEARS	29 May 2025	
Confidentiality Policy	5 YEARS	29 May 2025	ADOPTED
Security of Municipal Affairs Policy	5 YEARS	29 May 2025	ADOPTED
Use of Municipal Assets & Resources Policy	5 YEARS	29 May 2025	ADOPTED
Substance Abuse Policy	5 YEARS	29 May 2025	ADOPTED
Training & Development Policy	5 YEARS	29 May 2025	ADOPTED
Municipal Members of Council and Employee Wellness Policy	5 YEARS	29 May 2025	
Sexual Harassment Policy	5 YEARS	29 May 2025	ADOPTED/REVIEWED ANNAULLY
Workplace HIV/AIDS Policy	5 YEARS	29 May 2025	ADOPTED
Acting Allowance Policy	5 YEARS	29 May 2025	ADOPTED
Retirement Policy	5 YEARS	29 May 2025	ADOPTED/REVIEWED ANNUALLY
Leave Management Policy	5 YEARS	29 May 2025	ADOPTED
Overtime, Time-Off & Stand-by Policy	5 YEARS	29 May 2025	REVIEWED/ADOPTED
Placement Policy	5 YEARS	29 May 2025	
Language Policy	5 YEARS	29 May 2025	REVIEWED ANNUALLY
Staff Retention Policy	5 YEARS	29 May 2025	ADOPTED
Individual Performance Management/Performance Management System cascading Policy to lower levels of Staff	5 YEARS	29 May 2025	REVIEWED ANNUALLY
Protective Clothing & Clothing Allowance Policy	5 YEARS	29 May 2025	ADOPTED
Occupational, Health and Safety Policy	5 YEARS	29 May 2025	ADOPTED
Interim Recruitment & Selection Policy for posts of Municipal Manager and Senior Managers Directly reporting to Municipal Manager	5 YEARS	29 May 2025	ADOPTED
Dress Code Policy	5 YEARS	29 May 2025	ADOPTED
Transfer Policy	5 YEARS	29 May 2025	ADOPTED
Remuneration Policy	5 YEARS	29 May 2025	ADOPTED
Smoking Policy	5 YEARS	29 May 2025	ADOPTED
Termination of Employment Policy	5 YEARS	29 May 2025	REVIEWD ANNUALLY/ADOPTED

Staff Establishment Policy	5 YEARS	29 May 2025	ADOPTED
Pauper, Indigent and Unknown Burial Policy	5 YEARS	29 May 2025	ADOPTED
Property Management			
Halls & Facilities Policy	5 YEARS	29 May 2025	ADOPTED
Security, Access Control and CCTV Policy	5 YEARS	29 May 2025	ADOPTED
Fleet Management Policy	5 YEARS	29 May 2025	REVIEWED
Political Office Bearers Vehicles Policy	5 YEARS	29 May 2025	ADOPTED
Telephone Usage & Management Policy	5 YEARS	29 May 2025	ADOPTED
Property and Maintenance Management Policy	5 YEARS	29 May 2025	ADOPTED
Loss Control Policy	5 YEARS	29 May 2025	
Business Continuity Management Policy	5 YEARS	29 May 2025	ADOPTED
Records Management			
Records Management Policy	5 YEARS	29 May 2025	ADOPTED
Records Management Procedures	5 YEARS	29 May 2025	ADOPTED
Information and Communication Technology			
Corporate Governance of ICT Policy and Charter	5 YEARS	29 May 2025	ADOPTED
ICT Security Policy	5 YEARS	29 May 2025	ADOPTED
Return on Investment (ROI) Policy	5 YEARS	29 May 2025	
ICT Acceptance Use Policy	5 YEARS	29 May 2025	ADOPTED
ICT Change Control Policy	5 YEARS	29 May 2025	ADOPTED
ICT Facilities Management Policy	5 YEARS	29 May 2025	ADOPTED
ICT Services Continuity Policy	5 YEARS	29 May 2025	ADOPTED
ICT User Access Management Policy	5 YEARS	29 May 2025	ADOPTED
ICT Services Continuity (backup) Policy	5 YEARS	29 May 2025	ADOPTED
ICT Security Incident Management Policy	5 YEARS	29 May 2025	
ICT Account and Password Management Policy	5 YEARS	29 May 2025	ADOPTED
Customer Relations/Care Policies/Complaints Management			
Customer Care Policy	5 YEARS	29 May 2025	ADOPTED
Service Delivery Charter	5 YEARS	29 May 2025	
Integrated Complaints Management System Policy	5 YEARS	29 May 2025	
Batho Pele Policy and Procedure Manual	5 YEARS	29 May 2025	ADOPTED
Performance Management			
PMS Framework Policy2023/2024	5 YEARS	29 May 2025	ADOPTED
Risk and Internal Audit Unit			
Risk Management Policy	5 YEARS	29 May 2025	ADOPTED
Anti-Fraud and Corruption Policy	5 YEARS	29 May 2025	ADOPTED
Whistle Blowing Policy	5 YEARS	29 May 2025	
Public Relations			

Communication Strategy and Policy	5 YEARS	29 May 2025	
Public Participation			
Public Participation Policy	5 YEARS	29 May 2025	ADOPTED
Engineering Services			
Expanded Public Works Programme (EPWP) Phase 4 Policy	5 YEARS	29 May 2025	ADOPTED
Non-Revenue Policy	5 YEARS	29 May 2025	
Non-Revenue Water Reduction Policy	5 YEARS	29 May 2025	
Engineering Services Standard Operating Procedures	5 YEARS	29 May 2025	
Community Services			
Sports, Arts and Culture Funding Policy	5 YEARS	29 May 2025	
Indigent Policy	5 YEARS	29 May 2025	
SECTOR PLAN			
Corporates Services			
Human Resources Management			
Performance Management System Cascading Strategy to lower levels of staff	5 YEARS	29 May 2025	
Employment Equity Plan 2020-2024 & Draft Employment Equity Plan 2025-2029	5 YEARS	29 May 2025	
Human Resources Strategy 2022-2025	5 YEARS	29 May 2025	
Human Resources Plan 2024/2025	5 YEARS	29 May 2025	
Safety, Health & Environmental (SHE) Strategic Plan	5 YEARS	29 May 2025	
Draft Workplace Skills Plan (WSP) 2024/2025	5 YEARS	29 May 2025	
Skills Development Strategy	5 YEARS	29 May 2025	ADOPTED
Records Management			
Records Management Filling System and File Plan	5 YEARS	29 May 2025	
Information and Communication Technology			
Corporate Governance of ICT Policy and Charter Implementation Plan	5 YEARS	29 May 2025	ADOPTED
ICT Strategic Plan 2021-2025	5 YEARS	29 May 2025	REVIEWED ANNUALLY
ICT Strategy	5 YEARS	29 May 2025	REVIEWED ANNUALLY
Customer Relations/Care Policies/Complaints Management			
Service Delivery Improvement Plan	5 YEARS	29 May 2025	REVIEWED
Office of the Municipal Manager			
Delegation Framework	5 YEARS	29 May 2025	
Risk and Internal Audit Unit			
Risk Management Strategy	5 YEARS	29 May 2025	ADOPTED
Anti-Fraud and Corruption Plan	5 YEARS	29 May 2025	ADOPTED
Fraud Response Plan	5 YEARS	29 May 2025	ADOPTED
Fraud Risk Management Strategy	5 YEARS	29 May 2025	ADOPTED
Public Relations			

Communication Plan 2023/2024 & 20224/2025	5 YEARS	29 May 2025	ADOPTED
Public Participation			
Public Participation Strategy	5 YEARS	29 May 2025	ADOPTED
Engineering Services			
Water Master Plan	5 YEARS	29 May 2025	
Water Service Plan	5 YEARS	29 May 2025	
Water Services Development Plan	5 YEARS	29 May 2025	
Operations and Maintenance Plan	5 YEARS	29 May 2025	
Community Services			
Winter Season Contingency Plan 2024/2025	5 YEARS	29 May 2025	
Summer Season Contingency Plan 2024/2025	5 YEARS	29 May 2025	
Disaster Management Sector Plan 2024/2025	2-5 YEARS	29 May 2025	REVIEWED ANNUALLY
Disaster Management Plan	2-5 YEARS	29 May 2025	ADOPTED
Planning and Development Services			
Spatial Development Framework	5 YEAR PLAN	29 May 2025	REVIEW ANNUALLY
Local Economic Development Strategy	5 YEARS	29 May 2025	ADOPTED
Tourism Strategy		29 May 2025	IN PROGRESS
Air Quality Management Plan		June 2019	OUTDATED
District Development Model	3-5 YEARS	29 May 2025	ADOPTED
BYLAWS			
Admin, Governance and IGR			
Standing Rules and Orders	5 YEARS	29 May 2025	
Engineering Services By-laws			
Water and Sanitation Servies by-laws	5 YEARS	29 May 2025	
Community Services By-law			
Municipal Health Services by-laws	5 YEARS	29 May 2025	
Planning and Development Services By-laws			
Air Quality by-laws	5 YEARS	29 May 2025	

4.11 MUNICIPAL BID COMMITTEES

Table: 98: SCM Bid Committees

Bid Specification Committee		
Name of Official	Name of Official	Name of Official
Mr Sabelo Zulu	Mr Sabelo Zulu	Mr Sabelo Zulu
Mr Dumi Dlamini	Mr Dumi Dlamini	Mr Dumi Dlamini
Ms Luyanda Simelane	Ms Luyanda Simelane	Ms Luyanda Simelane
Ms Lumka Ngidi	Ms Lumka Ngidi	Ms Lumka Ngidi

Bid Evaluation Committee		
Mr Sabelo Zulu	Mr Sabelo Zulu	Mr Sabelo Zulu
Mr Sanele Dube	Mr Sanele Dube	Mr Sanele Dube
Mr Simphiwe Nzuza	Mr Simphiwe Nzuza	Mr Simphiwe Nzuza
Bid Adjudication Committee	Bid Adjudication Committee	Bid Adjudication Committee
Mr Zakhele Ndlovu		
Mr Thabo Xaba	Mr Thabo Xaba	Mr Thabo Xaba
Mr Thembinkosi Shandu	Mr Thembinkosi Shandu	Mr Thembinkosi Shandu
Mr Thubelihle Buthelezi	Mr Thubelihle Buthelezi	Mr Thubelihle Buthelezi
Mr Thulani Dube	Mr Thulani Dube	Mr Thulani Dube
Ms Zaluleko Stemela	Ms Zaluleko Stemela	Ms Zaluleko Stemela
Bid Specification Committee	Bid Specification Committee	Bid Specification Committee

4.12 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The first layer of committees is the Municipal Public Accounts Committee (MPAC) which consists of ordinary Honourable Councillors to oversee the expenditure of public funds in order to ensure the efficient and effective utilization of Council resources and to enhance the political accountability of Council. MPAC conducts and oversight over Executive Committee and Administration. MPAC reports to Council via the Honourable Speaker. The primary purpose of the MPAC is to assist Council to hold the Executive Committee and the Municipal Administration to account. The table below reflects the current members of MPAC from Council representatives and Traditional Leaders.

Table: 99: MPAC Members

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) MEMBERS			
No	Initials & Surname	Party	
1.	Cllr ES Kunene	DA	Chairperson
2.	Cllr IS Sithole	IFP	Member
3.	Cllr RS Langa	IFP	Member
4.	Cllr LN Zulu	IFP	Member
5.	Cllr ZC Msibi	ANC	Member

6.	Cllr GMB Thwala	ANC	Member
7.	Cllr MTD Makhoba	ANC	Member
8.	Cllr VF Hadebe	TSSA	Member
9.	Cllr NA Zulu	EFF	Member
10.	Inkosi A Zwane	Traditional Leader	Member

4.13 PORTFOLIO STANDING COMMITTEES

Council at its meeting held on the 28/03/2024 resolved that the Section 80 Portfolio Committees be realigned as follows:

Budget and Treasury Office (BTO) and Corporate Services Portfolio Standing Committee-Chairperson is His Worship the Mayor, Cllr Prince MN Zulu.

Community Services and Planning and Development Portfolio Standing Committee–Chairperson His Worship the Mayor, Cllr Prince MN Zulu.

Engineering Services Portfolio Standing Committee-Chairperson Honourable Deputy Mayor, Cllr TE Mthembu.

The tables below reflect the current members of the three Portfolio Standing Committees from Council representatives and Traditional Leaders.

Table: 100: BTO & Corporate Services Portfolio committee

BTO AND CORPORATE SERVICES PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr Prince MN Zulu (HW the Mayor)	IFP	Chairperson
2.	Cllr A Khoza	ANC	Member
3.	Cllr MTD Makhoba	ANC	Member
4.	Cllr SW Mngomezulu	ANC	Member
5.	Cllr AT Nkosi	TSSA	Member
6.	Cllr SB Buthelezi	EFF	Member
7.	Cllr ECJ Cronje	DA	Member
8.	Cllr Prince LN Zulu	IFP	Member
9.	Cllr SN Ndlovu	IFP	Member
10.	Inkosi A Zwane	Inkosi	Member

Table: 101Community Services and Planning & Development Portfolio Committee

COMMUNITY SERVICES AND PLANNING & DEVELOPMENT PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr Prince MN Zulu (HW the Mayor)	IFP	Chairperson
2.	Cllr SEC Kunene	IFP	Member
3.	Cllr IS Sithole	IFP	Member
4.	Cllr RS Langa	IFP	Member
5.	Cllr GMB Thwala	ANC	Member
6.	Cllr SE Myaka	ANC	Member
7.	Cllr NP Shabalala	ANC	Member
8.	Cllr TN Dlamini	EFF	Member
9.	Cllr SK Thwala	TSSA	Member
10.	Cllr ECJ Cronje	DA	Member
11.	Cllr S Singh	ASA	Member
12.	Inkosi T.G Khumalo	Inkosi	Member

Table: 102:Engineering Services Portfolio Committee

PLANNING & ENGINEERING PORTFOLIO COMMITTEE MEMBERS			
No	INITIALS & SURNAME	PARTY	
1.	Cllr TE Mthembu (Hon. Cllr TE Mthembu)	IFP	Chairperson
2.	Cllr S Sizani	EFF	Member
3.	Cllr JP Khumalo	ANC	Member
4.	Cllr ZC Msibi	ANC	Member
5.	Cllr BG Madi	ANC	Member
6.	Cllr SM Khoza	IFP	Member
7.	Cllr SN Ndlovu	IFP	Member
8.	Cllr ME Hlatshwayo	IFP	Member
9.	Cllr VF Hadebe	TSSA	Member

10.	Cllr ECJ Cronje	DA	Member
11.	Cllr NA Zulu	EFF	Member
12.	Inkosi M Mbatha	Inkosi	Member

Matters discussed at Council Committees are referred to ExCo and Council for future deliberation and approval. A schedule and Integrated Calendar of Meetings for Council and all committees of Council is compiled and approved by Council. Council and its Committees have been functioning well.

Table: 103: Scheduled of meetings of Council and Council Committee

Council Structure	2024/2025 Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Executive Committee	Q1	18/07/2024 22/08/2024 19/09/2024	30/07/2024 22/08/2024 19/09/2024	Yes No Yes	Yes No Yes
	Q2	16/10/2024 21/11/2024 12/12/2024	16/10/2024 26/11/2024 12/12/2024	Yes Yes Yes	Yes Yes Yes
	Q3	16/01/2025	16/01/2024	Yes	Yes
	Q4	N/A	N/A	N/A	N/A
Council	Q1	Nil -	Nil 08/08/2024 16/08/2024 23/08/2024 06/09/2024	Nil Yes Yes Yes Yes	Nil Yes Yes Yes Yes

			10/09/2024 12/09/2024	Yes Yes	Yes Yes
	Q2	29/10/2024 -	29/10/2024 Demo 14/11/2024 28/11/2024 11/12/2024 18/12/2024	Yes Yes Yes Yes No	Yes Yes Yes Yes No
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A

Council Structure	2023/2024 Quarter	Scheduled date of meeting	Actual meeting date	Quorum (Yes/No)	Meeting convened (Yes/No)
Whips Committee	Q1	23/07/2024 - -	Nil 02/08/2024 04/09/2024	N/A Yes Yes	N/A Yes Yes
	Q2	25/10/2024 -	Nil 26/11/2024	N/A Yes	N/A Yes
	Q3	21/01/2025	21/01/2024	Yes	Yes
	Q4	N/A	N/A	N/A	N/A
Municipal Public Accounts Committee	Q1	- 30/08/2024 -	N/A 05/08/2024 -	N/A Yes -	N/A Yes -
	Q2	24/10/2024 -	24/10/2024 01/11/2024	Yes Yes	Yes Yes
	Q3	N/A	N/A	N/A	N/A

	Q4	N/A	N/A	N/A	N/A
Audit & Performance Management Committee	Q1	- 29/08/2024	N/A 19/08/2024 29/08/2024	N/A Yes Yes	N/A Yes Yes
	Q2	22/11/2024 -	- 03/12/2024	N/A Yes	N/A Yes
	Q3	N/A	N/A	N/A	N/A
	Q4	N/A	N/A	N/A	N/A

4.14 LAND USE MANAGEMENT

Amajuba District Municipality participates in the Emadlangeni Local Municipality Municipal Planning Tribunal (MPT) through representation by members from its Technical Services and Planning departments. The MPT meetings are convened quarterly in compliance with Regulation 14 of the Spatial Planning and Land Use Management Act (SPLUMA).

A Municipal Planning Authorised Officer has been formally appointed to support the municipality's planning and land use management functions. However, it is noted that the Municipality has not yet resolved on the establishment of an Appeal Authority, as required under SPLUMA for the review of land use decisions

4.15 GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

Strengths	Weaknesses
• IGR structures are fully functional e.g Clusters, Technical Hub and Political Hub • Functional of Oversight Committees (MPAC and Audit Committee) • Good Governance in Place • Effective Public Participation • Effective and Efficient Management Structure • Political and Administrative stability • Skilled and qualified personnel • Sound media relations • Sound IDP processes and planning • Clear vision, mission, values and strategies	• Lack of attendance/co-operation from sector department and other stakeholders • Lack of functional of Batho Pele Forums • Legal Matters not finalised within required timeframe • Post of Public Participation Manager being a five year contract • Delayed in approval of Communication Policy and Strategy • Confusion with reporting lines • Lack of communication audit • Lack of public participation feedback
Opportunities	**Threats**
• Maintained institutional credibility. • Good relations with external stakeholders	• Budget Constraints: Limited financial resources may hinder the implementation of key projects, service

• Establish a communication audit • Culture of good governance	delivery initiatives, and compliance with regulatory requirements. • Community Disinterest: A lack of active community participation and engagement may weaken public support for municipal programmes, delay development initiatives, and reduce the effectiveness of integrated planning efforts.

4.16 GOOD GOVERNANCE KEY CHALLENGES

KPA: Good Governance and Public Participation		
Ref.	**Key Challenge**	**Description**
GGPP1	Funding for project implementation & enablers	Adequate funding is essential for the successful implementation of municipal projects and the provision of necessary enablers such as infrastructure, technology, and human resources. Securing reliable financial resources ensures that projects are completed on time, within budget, and to the required quality standards. Furthermore, investment in enablers supports efficient project execution and sustainability, ultimately enhancing service delivery and community development outcomes.
GGPP2	Non-attendance by Senior Managers in the DDM structures meetings	Engage with Local Municipalities Political and Administrative Leadership
GGPP3	Non-attendance by Honourable Political Leaders in the DDM Political Hub meetings and Speakers Forum	Engage with Local Municipalities Political and Administrative Leadership
GGPP4	Inadequate training budget	Source and allocate more budget
GGPP5	Inadequate office space and parkings	Create additional office and parking space
GGPP6	Lack of functional electronic leave management system	Obtain the functional electronic leave management system

GGPP7	Inadequate building maintenance budget to implement the property and maintenance plan	Allocate more budget
GGPP8	Inadequate fleet maintenance budget	Allocate more budget
GGPP9	Gaps in the ICT Policies	Review policies and lose
GGPP10	No custom programme for Helpdesk System, resulting in inefficient monitoring and tracking of logged incidents.	Obtain the system
GGPP11	Lack of IT required capacity and skills to troubleshoot and resolve ICT problems.	Obtain the required capacity and skills
GGPP12	Lack of adequate IT budget	Allocate more budget
GGPP13	Old Building IT Infrastructure hampers effective implementation of new technology.	Upgrade and renew the old building IT infrastructure
KPA: Municipal Transformation and Institutional Development (MTID)		
Ref.	**Key Challenge**	**Description**
MTID 1	Insufficient Skills Development and Literacy Improvement	The Municipality continues to face challenges due to inadequate skills development initiatives and low literacy levels within the community. These limitations hinder economic growth, reduce employment opportunities, and limit the capacity of residents to actively participate in local development.
MTID 2	Lack Maintenance of ICT Infrastructure	The Municipality is experiencing challenges due to insufficient maintenance of its ICT infrastructure. This neglect leads to frequent system breakdowns, reduced operational efficiency, increased security risks, and service disruptions. Without regular upkeep, hardware and software become outdated, compromising the ability to support critical municipal functions and digital services.

MTID 3	Low Responses to Critical Scarce Skills in Municipal Recruitment	The Municipality experiences low response rates when recruiting for critical scarce skills. This challenge is largely due to competition from the private sector, which often offers more attractive remuneration packages and benefits. As a result, the public sector struggles to attract and retain qualified professionals, impacting service delivery and operational efficiency.
KPA: Basic Service Delivery		
Ref.	**Key Challenge**	**Description**
BSD 1	Lack of municipal infrastructure policies	Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations.
BSD 2	Lack of adequate infrastructure information and infrastructure	Many historic service delivery backlogs have not been properly identified or time-referenced, making it difficult to quantify progress or allocate resources effectively. Information used to assess and report on backlogs is often outdated or inaccurate, leading to misinformed planning and decision-making processes. Rapid population growth and increased migration into urban and peri-urban areas are placing additional pressure on municipal services. Integrated Communities with Unequal Service Levels: Many communities are integrated but experience different levels of service delivery, ranging from basic services to more advanced infrastructure.
BSD 2	Ageing infrastructure	High levels of water loss through leaks and inefficient infrastructure are reducing the availability of potable. water. Poor or No Maintenance leads inadequate maintenance of water infrastructure impairs system inefficiencies and increases the risk of service disruptions
BSD 3	Institutional arrangements	Lacking municipal institutional arrangement Lack of suitably trained staff (or very few staff in the technical departments) Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)

KPA: Local Economic Development (LED)		
Ref.	**Key Challenge**	**Description**
LED 1	Increase of high rate of unemployment	The Municipality is currently facing a high rate of unemployment, which has significant socio-economic implications including increased poverty, reduced household incomes, and heightened social vulnerability. This challenge affects community well-being and places pressure on municipal services and social support systems. Addressing unemployment requires coordinated efforts to stimulate local economic development, support skills training, and promote job creation initiatives.
LED 2	Lack of Funding and limited access to essential resources.	One of the major constraints facing the Municipality is the lack of adequate funding and limited access to capital required for the implementation of critical projects
LED 3	No Funding for Research & Development	The Municipality currently lacks allocated funding for Research and Development (R&D) activities. This absence restricts innovation, limits evidence-based decision-making, and hampers the ability to explore new solutions for local challenges. Investing in R&D is crucial for fostering sustainable development, improving service delivery, and enhancing the Municipality's capacity to adapt to emerging trends and technologies.
KPA: Municipal Financial Viability and Management (MFVM)		
Ref.	**Key Challenge**	**Description**
MFVM1	Procurement Processes	The challenges or delays relating to disputes or objections during the tender process, claims as well as the rejecting or declining the award of a tender by the awarded tenderer have been pivotal in the slow capital budget expenditure.
MFVM2	Increasing Indigent Register	Municipality is implementing continuous programs to increase the number of individuals and households registering as indigent. This trend reflects rising socio-economic challenges, including high

		unemployment rates and economic hardships faced by many community members. The expanding indigent register places additional pressure on municipal resources and service delivery, highlighting the need for targeted social support programmes and sustainable economic development initiatives.
MFVM3	Debt Recovery and Age Analysis	Effective data cleansing and debt recovery is critical to the Municipality's financial sustainability and service delivery capacity. Debt recovery processes involve tracking outstanding payments, implementing collection strategies, and minimizing revenue losses.
MFVM4	Limited revenue sources and nonpayment for services.	The growing demand for services and limited revenue sources as well as non-payment for services affects the municipality's ability to provide services in line with its developmental mandate. The municipal services remains a serious threat to sustainable revenue collection and extension of basic services to rural areas.
MFVM5	Unfunded budget scenarios	Local government is challenged by the dilemma of unfunded mandates which are an extreme manifestation of the phenomenon of governing from the centre. National government through various strategies imposes national mandates on provincial and local government at the expense of the latter. These decisions have financial implications, but come without the necessary funding for their implementation. A clear example of the latter relates to the functioning of libraries.
KPA: Good Governance and Public Participation (GGPP)		
Ref.	**Key Challenge**	**Description**
GGPP 1	Absence of a Custom Helpdesk System	The Municipality currently lacks a custom Helpdesk System, resulting in inefficient monitoring, tracking, and resolution of logged incidents. This gap hampers service delivery, delays response times, and reduces accountability across departments. Implementing a tailored Helpdesk System would enhance issue management, improve workflow coordination, and provide real-time data for informed decision-making.

GGPP 2	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Engagement with the political and administrative leadership of local municipalities is ineffective, resulting in poor coordination, fragmented planning, and inconsistent implementation of development initiatives. This weakens intergovernmental relations and undermines efforts to address shared challenges and community needs. Strengthening this engagement requires the establishment of clear communication channels, regular joint planning sessions, and mechanisms for accountability and collaboration across all spheres of local governance.
GGPP 3	Funding for project implementation & enablers	Adequate funding is essential for the successful implementation of municipal projects and the provision of necessary enablers such as infrastructure, technology, and human resources. Securing reliable financial resources ensures that projects are completed on time, within budget, and to the required quality standards. Furthermore, investment in enablers supports efficient project execution and sustainability, ultimately enhancing service delivery and community development outcomes.
KPA: Cross Cutting Issues (CCI) / Spatial Planning and Environmental Management (SPEM)		
Ref.	**Key Challenge**	**Description**
CCI 1	Irregular Regulation of Illegitimate Business Outlets	The irregular or inconsistent regulation of illegitimate business outlets undermines lawful economic activity, compromises public health and safety, and results in lost municipal revenue. Without a standardized enforcement approach, many businesses operate without the necessary licenses or compliance with municipal by-laws. This creates unfair competition and limits the effectiveness of economic planning. To address this issue, the Municipality must implement a consistent regulatory framework, strengthen enforcement capacity, and promote the formalization of informal enterprises through education and support programmes.
CCI 1	Inadequate resources to deal with fire and rescue issues	Climate change threatens to reverse hard-won development gains. To address this challenge, climate change adaptation must be prioritized as a key development focus across all municipal sectors.

CCI 2	Allocation of communities in flood plains	The allocation of communities in flood-prone areas poses significant risks to human life, property, and long-term sustainability. It is crucial for the Municipality to review current settlement patterns and implement stricter land use planning and zoning regulations. Relocation strategies, public awareness campaigns, and investment in resilient infrastructure should be prioritized to reduce vulnerability and enhance community safety.
CCI 3	Establishment of Fire Unit and recruitment of staff	The establishment of a dedicated Fire Unit is essential to enhance the Municipality's emergency response capacity and ensure the safety of residents and infrastructure. This initiative includes the development of necessary facilities, procurement of firefighting equipment, and the recruitment and training of qualified personnel. Prioritizing this function will significantly improve disaster preparedness and response within the municipality
CCI 4	Waste Management Challenge	There is an urgent need to identify and develop additional, environmentally compliant waste disposal sites across all local municipalities. This will relieve pressure on existing sites, improve waste management capacity, and ensure compliance with environmental regulations.

C 5. BASIC SERVICE DELIVERY

DGDP Strategic Goal 4: Infrastructure Development

Strategic infrastructure provides for the social and economic growth and development needs of Amajuba. Infrastructure development is the foundation for poverty reduction and economic growth in developing countries. As KZN is en-route to greater socio- economic growth, there are many unfulfilled needs in the provision of services and infrastructure. The long-term success and participation in the global market will be in its ability to maintain good governance, to continue to provide services and improve its transport and logistics infrastructure.

Historic under-investment in basic infrastructure (roads, transportation, water provision, sanitation etc.) has undermined the growth potential of this province. In line with national government policy, public sector investment in infrastructure is seen as key to building the overall levels of investment in fixed assets which is central to achieving growth and development targets. The need is therefore to invest in infrastructure in order to stimulate and sustain growth and development and this includes both operational infrastructure (water, sanitation, roads etc.) and connectivity (information technology, mobility) infrastructure. Newcastle and Amajuba municipalities are both Water Services Authorities (WSA) with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider. The Web-based WSDP was complete by November 2021 through assistance from DBSA and was approved by council in March 2022. The Operation and Maintenance Plan was also developed during 2021/22 financial year. The municipality is in a process of updating its Water Services Development Plan, to a web based, the services of a professional service provider have been acquired, and the project will reach completion by June 2027, this includes annual reviews for two outer years from the appointment date.

To ensure improvement in Water service delivery, we have embarked on eradicating aging Infrastructure for water. We have developed the Operation and Maintenance Plan for Water Infrastructures. This Plan is being implemented and will be reviewed as and when deemed necessary by the Council of the ADM and as per legislative requirements. Based on the 2016 Stats SA Community Survey, the following emerged because of numerous projects that are underway within the Amajuba District Municipality.

111632 of households have piped water supply either to inside the home or on site.
17 % of households rely on communal standpipes.
7, 9% of households are reliant on boreholes or springs as opposed to the previous and are reliant on other sources of water. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

Based on the COGTA KZN, Ward Level Water Status Quo Report, February 2021, The Amajuba District Municipality houses a total of 182 454 households, Overall, most of the households (82.2%) in the Amajuba Local Municipality have access to water. Of these households, 40.5% of these, which is most of the households with infrastructure water access have access through yard connections. The minority of household (17.8%) do not have access to infrastructure water and 6.2% of these households which lack infrastructure water access do so because of dysfunctional infrastructure while the rest (11.2%), have no infrastructure in their communities.

Table: 104: DGDG Goal 4 and Objectives

STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE

Strategic infrastructure provides for the social and economic growth and development needs of Amajuba District

Apex Indicators:
Apex indicator 1: % of fixed capital investment in relation to provincial GDP

Strategic Objectives	**Development of Airports=***	**Development of road and rail networks**	**Development of ICT infrastructure**	**Ensure availability and sustainability of water and sanitation**	**Ensure access to affordable, reliable, sustainable and modern energy**	**Improve waste management capacity**
	The airport in Newcastle operates at optimal capacity	***The roads and rail networks in Amajuba provide efficiently for cargo and commuter needs***	***Sufficient ICT infrastructure is available for the growth and development needs of Amajuba***	**Provision of quality water and sanitation for all residents in Amajuba**	**Sufficient electricity is available for the growth and development needs of Amajuba DM.**	**Sufficient waste disposal facilities and services for environmentally safe and healthy communities.**
Primary Indicators	Volume of passengers through Newcastle airports.	% Tonnage to Capacity Utilization.	ICT infrastructure established in Amajuba.	Improvement in Blue and Green drop quality assessment Eradiation of chemical and our sanitation facilities below RDP level Increased number of households with access to piped water	Percentage of households receiving reliable and affordable electricity supply. Percentage increase in the use of green energy. Number of projects not approved due to bulk	Number of licensed waste disposal sites Tonnage volume of waste recycled

				Timeous review of Water and Sanitation Development Plan with aligning Operation and Maintenance Plan that is budgeted for.	Energy Infrastructure constraints.	
Interventions	Develop and Implement Amajuba Regional Airports Strategy.	Revitalise Branch Rail Lines. Create additional Capacity along Primary Movement Corridors.	ICT infrastructure nodes established in Amajuba.	**Regular testing procedures in place to monitor quality on a regular basis for early detection** **Development of 20-year Master water and sanitation plan infrastructure plan** **Implementation of Water and Sanitation Development Plan with aligning Operation and Maintenance Plan to replace aging infrastructure and maintenance of quality service.**	Public private partnerships on the supply of alternative energy sources (i.e. wind energy, solar energy) to reduce load on current infrastructure and demand	**Develop Integrated Waste Management Plan** **Community capacity building initiatives on waste management**
Secondary Indicators	Passengers' arrivals at Newcastle airports.	Volume of rail deliveries in timber industry Improvement in secondary road maintenance.	Number of Digital Community Hubs accessible	Improved quality and access to services Maintained infrastructure	Decreased power outages due to high demand, resource shortage or infrastructure constraints	Clean and safe environments

5.1 WATER AND SANITATION SERVICE

5.1.1 High-Level Water Services Intervention Areas: Current Status of Amajuba District Municipality (ADM)

This comprehensive summary reflects the current status of water supply and planning within the Amajuba District Municipality (ADM), specifically focusing on the Amajuba DM Water Services Authority (WSA) and Newcastle Local Municipality. The summary highlights critical intervention areas and provides a high-level overview of water services within the district.

Key Focus Areas:

This assessment addresses the following:

- Demographics: Population statistics and number of households, including associated levels of water service delivery.
- Infrastructure Status: Overview of existing water supply infrastructure across urban and rural areas, including bulk and reticulation networks.
- Bulk Water Supply and Project Planning: The current and future status of bulk water supply, as well as planned water infrastructure projects within the Amajuba DM WSA.

5.1.2 Documents and Data Sources Utilised

The following documents were reviewed or are in progress, and formed the basis of data collection and situational analysis:

- Amajuba District Municipality Water and Sanitation Master Plan (2016) *Note: Funding is required for an update.*
- Bulk Water Meter Audit Report (2016) *(Development and Implementation of Water Conservation/Water Demand Management)*
- Universal Access Plan Phase III for Amajuba DM (June 2019)
- Stats SA Community Survey (2016)
- Amajuba DM WSDP
    - Currently under development; the web-based WSDP is in its inception phase.
    - Funding is required for its completion and operationalisation.
- Eskom Satellite Building Count (2015)
- Ward-Level Water Status Quo Report – Prepared by COGTA, KZN (February 2021)
- Draft Situational Assessment for the 5-Year Reliability Study – Prepared by DWS, KZN (October 2023)
- KZN Provincial Water Master Plan
- Project Situation, Gap Analysis and Turnaround Strategy
    - Prepared by Impofu Engineering Group, Version 1.005 (October 2022)

5.1.3 Progress on Planning and Implementation

The Water and Sanitation Master Plan and WSDP were reviewed and adopted by Council in March 2022, forming the basis for ongoing water service delivery improvements. This process was aligned with the Universal Access Plan and the development of a regional concept secondary bulk water master plan for the district.

Currently, the WSDP has entered the implementation phase, with the web-based WSDP application being developed and integrated as a central tool for planning, monitoring, and service delivery management.

5.1.4 INSTITUTIONAL ARRANGEMENTS

It must be noted that both the Newcastle and Amajuba municipalities are both Water Services Authorities with Amajuba servicing eMadlangeni and Dannhauser, with Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider.

- Dannhauser Local Municipality (Amajuba District municipality WSA)
- Emadlangeni Local Municipality (Amajuba District municipality WSA)
- Newcastle Local Municipality (Newcastle local Municipality WSA)
- uThukela water (bulk water service provider for the above WSA's)

Table:105: Locality Of Amajuba DM Water & Waste Treatment Plant

Local Municipality	Name of Plant	Longitude	Latitude
Dannhauser	Durnacol WTW	30° 1'57.00"E	28° 2'14.00"S
Dannhauser	Dannhauser WTW	30° 3'41.00"E	27°59'48.00"S
Emadlangeni	Utrecht WTW	30°19'52.46"E	27°39'11.10"S
Dannhauser	Durnacol WWTW	30° 0'42.00"E	28° 3'46.00"S
Dannhauser	Tweediedale Sewage Ponds	30° 3'9.00"E	27°59'44.00"S
Emadlangeni	Utrecht Sewage Ponds	30°19'52.51"E	27°39'11.31"S

5.1.5 PROBLEM STATEMENT

Amajuba DM has been experiencing water supply interruption challenges within its operational area of supply due to a number of concurrent factors including, but not limited to, the following:

a) Intermittent water supply:
1) Inadequate Supply vs increasing Demand; and,
2) Systems cannot meet Peak demand (Peak Seasons).

b) Dysfunctional Infrastructure:
1) Aged and Obsolete Infrastructure.
2) Inadequate O&M.
3) Universal Access to Water for All.
4) Infrastructure Access to Water; and,
5) Mass influx of residents (urban migration).

c) WC/WDM:
1) WC (Non-Revenue Water); and,
2) WDM (Needs vs Availability and Seasonal Peaks).
d) Revenue Enhancement:
1) Low Revenue Collection.
2) Inaccurate Billing; and,
3) Consumer Registration (Indigent Registration).

e) Community Awareness
1) Willingness to Pay.
2) Vandalism of Infrastructure.

3) Illegal Connections; and,
4) being "Water-Wise".

f) Resources:
1) Manpower (Technical Capacity); and,
2) Engine Power (Vehicles).

5.1.6 THE PROVINCIAL WATER MASTER PLAN- KZN

The PWMP-KZN collates the studies presented above to provide a blueprint for the sustainable provision of water to all communities in KZN. It is a dynamic, integrated, planning document that provides overall guidance to support projects for ensuring that the provision of water meets the current and future demand for water and also progressively realises access to water for all citizens. It includes analysis, recommendations, infrastructure development and proposals as well as status quo data, action plans and costs.

5.1.7 PURPOSE OF THE PWMP-KZN

The PWMP-KZN aims to ensure that KZN has the correct water infrastructure by 2030 (and beyond) to take it safely into the future, that accelerated progress towards meeting Constitutional imperatives is made and that service delivery commitments, such as meeting Sustainable Development Goal (SDG) 6: Ensure access to water and sanitation for all is achieved.

5.1.8 ALL TOWNS STRATEGY (2015)

This section provides pertinent information from the All-Towns Strategy (2015) prepared for the Ntshingwayo Dam Supply Area, which includes the areas in Newcastle, Emadlangeni and Dannhauser Local Municipalities. The Strategy reports the available yield of the supply area and downstream demands, having considered irrigation water requirements and water transfers to Majuba power station, which includes an allocation for Volksrust, as 72.31million m^3/a (198.11Ml/d).

This includes an allocation of 2.9 million m^3 for the Dundee and Glencoe supply area from the Tayside weir on the Buffalo River. The allocation to the Newcastle, Madadeni and Osizweni WSS was 56 million m^3/a, and recently an additional allocation of 5 million m^3/a was made, totalling ~61 million m^3/a (167.12Ml/d) for this WSS. The Strategy further emphasises that although local water resources are currently sufficient, there are high water losses, but also high growth expected in this area.

The following recommendations were made:

Implement water conservation and demand management measures.
increase the allocation from Ntshingwayo Dam for domestic use to support growth in demand, but it has to be coordinated between the supplies to the Newcastle, Madadeni and Osizweni WSS, the Dannhauser Buffalo Flats WSS, Dannhauser WSS and the Biggarsberg WSS;
Development of storage system from the Buffalo River (potentially in the upper Buffalo);
Development of a dam in one of the tributaries of Buffalo River (potentially in the upper Buffalo River catchment);
Develop Zaaihoek regional pipelines

Note: The DWS to confirm the licensed water allocations for this area's water resources.

5.1.9 WATER AND SANITATION LEVELS

The Amajuba DM IGR reports on water and sanitation service levels every second month. The data is provided and updated by the WSA's: Amajuba DM and Newcastle LM. The information is corresponding to the 2016 Community Survey for the whole of the WSA and the municipalities of Dannhauser and Newcastle. There is a slight difference in the Emadlangeni LM, with the 2016 Community Survey reporting more households with access to safe water supply. The settlement's service levels presented were last updated during 2016.

Table: 106: DWS Reference Framework Water Supply Levels

LM Name	No. of Households	Households with reliable water supply	Percentage (%)	Households with no reliable water supply	Percentage (%)	WSA STATUS
Dannhauser LM	19 648	15 879	81,0%	3 769	19,0%	Amajuba District municipality
Emadlangeni LM	6 459	3 165	49,0%	3 294	51,0%	Amajuba District municipality
Newcastle LM	92 485	83 794	91,0%	8 691	9,0%	Newcastle Local Municipality
Total	**101 666**	**87.2**	**87,0%**	**15 754**	**13,0%**	

Table: 107:Water and Sanitation Services Levels

WATER & SANITATION SEVICE LEVELS FOR AMAJUBA DISTRICT MUNICIPALITY INCLUDING NEWCASTLE LM WSA					
Sector	**Households with access**	**Percentage of HH with access**	**Households with no access**	**% Households with no access**	**Total HH**
Water	134 514	85.3	23 178	14.7	157 692
Sanitation	132 214	83.8	25 478	16.2	157 692

Source: (Statistics South Africa, 2017)

Table: 108: Household Water Access Per Local Municipality

HOUSEHOLD WATER ACCESS PER LOCAL MUNICIPALITY						
/ LM's	Dannhauser LM	%	Emadlangeni LM	%	Newcastle LM	%
Households with Yard Connections	19203	30.1	2467	9.4	66494	70.4
Households with RDP Water Connections (Piped Water within 200m)	14038	22.0	1894	7.2	23913	25.3
Households with below RDP Water Connections	9527	14.9	13003	49.7	1595	1.7

No Water Access (Dysfunctional Infrastructure)	7241	11.3	3268	12.5	-	
No Water Access (No Infrastructure)	13805	21.6	5530	21.1	2495	2.6

The following can be noted about household access to water in the Amajuba District Municipality:

The best performing Local Municipality, in terms of the percentage and total number of households are the New Castle Local Municipality with 92 002 which is 97.4% of households having access to infrastructure water. This Local Municipality also has the largest number of households in the District Municipality.

• The Dannhauser Local Municipality has the lowest percentage number of households with access to water infrastructure. 65.2% of households in this local municipality have access to water through municipal infrastructure, while 12.0% of households in this local municipality lack access to infrastructure water due to dysfunctional infrastructure and the rest, 22.8%, have no access to infrastructure.

• In Emadlangeni, many of the households are serviced through rudimentary services, which includes delivery by water tankers, solar boreholes, handpumps and springs (13 003 which is 49.7%), hence there is opportunity to enhance their level of water access to RDP and yard connections.

5.1.10 Surface Water Resources

The number of dams that are available in all the Local Municipalities of the Amajuba District Municipality

Dannhauser LM	eMadlangeni LM	Newcastle LM
272	331	34

Source: Ward level water status quo report

Buffalo River

The Buffalo River is also used as one of the water sources to the Newcastle, Madadeni and Osizweni WSS. However, the supply is unreliable.

Ngagane and Ncandu Rivers

The Ngagane River rises at 1993m MSL near Die Ark on the Normandien Pass (quaternary V31E) on the opposite side of the watershed of the Ncandu River (quaternary V31H and V31J). The Ntshingwayo Dam captures the flow of the river south of Newcastle

Slang River

The Slang River flows westerly – a unique feature in Natal – to the Zaaihoek Dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm^3/annum.

Zaaihoek Dam

Only water for ecological purposes and for irrigators at an agreed pattern is generally released from this Dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo River system. The water requirements transfer from the Zaaihoek Dam for the Majuba Power Station as 26Mm³/a during 2015/2016. The Full Supply Capacity (FSC) of the Zaaihoek Dam is 184.87Mm³/a.

Amajuba District Municipality (KwaSahabalala Community Water Supply) holds a water use licence for the abstraction of water at the Zaaihoek Dam. The licence allows the municipality to abstract and not exceed the maximum of seventeen thousand one hundred and ninety one cubic meters per year (17191m³/a) of water for the purpose of supplying the community of KwaShabalala in Utrecht.

Ntshingwayo Dam

The Ntshingwayo Dam (previously the Chelmsford Dam) is located (quaternary V31D) on the Ngagane River about 18km south-west of Newcastle. The capacity of the dam is 194million m³ with an available reserve yield of 21million m³/annum. Water resources supply to the Newcastle, Madadeni & Osizweni WSS as the Ntshingwayo Dam then the Ngagane River, and lastly the Buffalo River. The Dam is currently silting, and detailed assessments will be considered for dam wall reconstruction (funding required).

Dorpspruit Dam

The Dorps Dam and the Nywerheids Dams are off-channel storage dams on the Dorpspruit River. They are approximately 1.2 km northeast of the town. Utrecht water is treated and distributed at the existing Utrecht WTW with a 4.5 Ml/day design capacity.

Proposed Potential Surface Water Sources

- Ncandu Dam on the Ncandu River, near the town of Newcastle.
- Horn River Dam on the Horn River flowing south-west from Newcastle

The development of new surface water resources will depend detailed evaluations on the water requirements, economic and environmental costs, and social benefits amongst other considerations.

5.1.10 Ground Water Resources

There are several households in the non-urban areas that are supplied from groundwater sources. Groundwater is also utilised for agriculture, irrigation, and industrial activities, but little information is registered on the WARMS database. There are 988 boreholes in the Buffalo Flats area of the Dannhauser LM which will remain as backup supply once this area is supplied from the Ngagane WTW (Amajuba District Municipality Master Plan for Water Supply, 2011).

Groundwater is one of the main sources other than rivers or streams, for rural areas of the Emadlangeni LM. Groundwater in the northern portion of the Emadlangeni LM is of general good quality but deteriorates towards the south. Amajuba DM undertook an extensive borehole rehabilitation and drilling program within the Emadlangeni Local Municipality recently. Estimated refurbishment costs (Related to the Drought programme /Covid-19 pandemic):

Borehole Refurbishment Programme	Dannhauser LM R 18 mill
Borehole Refurbishment Programme	Emadlangeni LM R 22 mill

5.1.11 Estimated Amajuba DM Water Requirements

Statistics SA analysis of General Household Survey (2002-2015) & Community Survey (2016) data Stats SA explained that the Department of Water and Sanitation has set the minimum quantity at 25 litres per person per day and the maximum cartage distance at 200 metres. However, in Amajuba District Municipality there are more household that access water source at more than 200m distance. The water requirements model and projections will still be reviewed and updated within the WSDP, Master and UAP Phase III study.

The CSIR has also reviewed and updated the Guidelines for Human Settlements Planning, commonly referred to as the Red Book. The official release of the updated 2019 version is to be confirmed from the CSIR and Department of Human Settlements.

Table: 109:Water required by households in the LMs

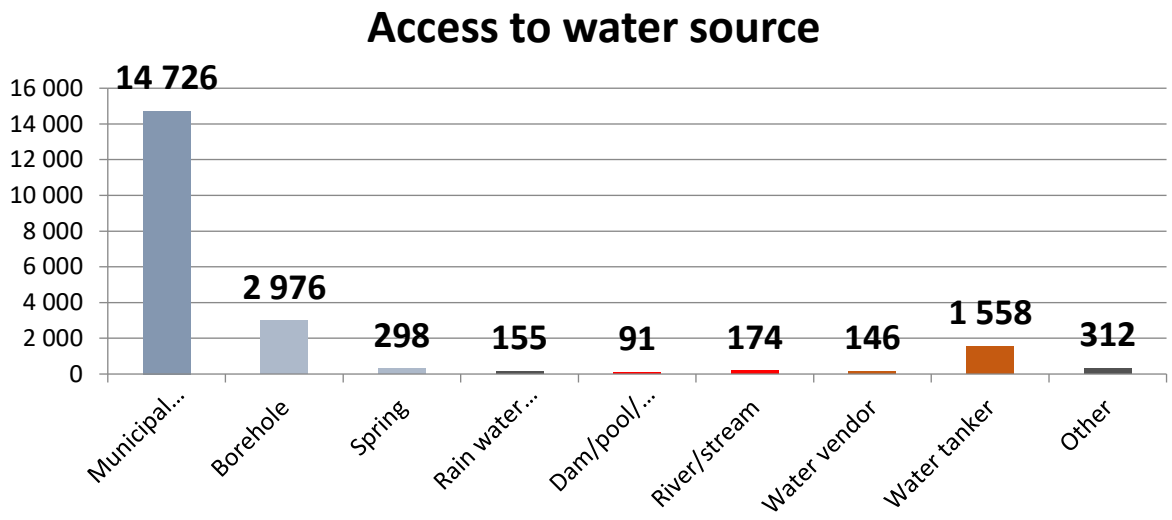
LM Name	No of Small Areas	No of Households	No of Households	Water Requirements	Water Requirements	Water Requirements
		2015	2035	(Ml/d, 2011)	(Ml/d, 2015)	(Ml/d, 2035)
Dannhauser	152	21410	26613	15,04	15,5	21,71
Emadlangeni	53	6286	7912	4,33	5,09	8,34
Newcastle	710	88039	111343	93,48	99,11	131,05

Table: 110:Water Connection Types

Type of access	Amajuba	Newcastle	Emadlangeni	Dannhauser
	155755	145263	3380	7111
Stagnant water/dam/pool	988	-	879	109
Well	1199	-	1199	-
Spring	925	-	641	285
Other	2030	-	1909	121
Piped (tap) water inside the yard	174187	112491	8215	53481
Borehole in the yard	2642	826	1053	762
Rain-water tank in yard	1028	453	575	-
Neighbour's tap	5725	3148	864	1713
Public/communal tap	11026	7350	1409	2268
Water-carrier/tanker	3391	-	605	2785
Borehole outside yard	1015	,-	1015	-
Flowing water/stream/river	2614	-	2424	190

Source: (Statistics South Africa, 2017)

Figure 9: Water sources



Source: (Statistics South Africa, 2017)

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap, based on the Basic level of service, the Strategic Framework for Water Services of the Department of Water Affairs and Forestry, September 2003, defines a basic water supply facility as "the infrastructure necessary to supply 25 litres of potable water per person per day within 200 metres of a household and with a minimum flow of 10 litres per minute (in case of communal water points) or 6000 litres of potable water supplied per formal connection per month (in case of yard or house connections)."

Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities.

Up to 83 % of households with piped water supply either to dwelling or on site are residing in Newcastle Municipality,

Up to 80 % of households with piped water supply either to dwelling or on site is residing in Dannhauser Municipality, Unauthorized households' connections are largely contributing to increased number of households with yard connections.

Up to 39 % of households with piped water supply either to dwelling or on site are residing in eMadlangeni Municipality,
While 46% of households in Emadlangeni Municipality are reliant on natural and other water supplies. Almost 13% of households in Dannhauser Municipality are reliant on natural and other water supplies.

5.1.12 WATER SUPPLY RELIABILITY PROFILE

The National Water and Sanitation Master Plan (NW&SMP), prepared in 2018 for South Africa, puts an emphasis on the reliability of water services (water and sanitation). The NW&SMP reported that "In the 27 priority district municipalities the water reliability is only 42%, with the worst 10 WSAs below 30% reliability" and that "Approximately 56% of the over 1 150 WWTW and approximately 44% of the 962 WTWs are in poor or critical condition and in need of urgent rehabilitation."

Reliability of services are affected by aging infrastructure, operation and maintenance, reliability of electricity supply, water resource availability, vandalism and theft, or extreme weather events. All these then affect water security to consumers and to the environment.

Community Survey 2016 Water Supply Levels

The following service levels are presented from the 2016 Community Survey for the WSA

The municipalities with the highest level of service, by number of households having access to safe drinking water, are the Newcastle and Dannhauser LMs, representing 70% and 13% of the WSA total number of households, respectively. However, Newcastle LM also has the highest number of households not having access to safe drinking water, followed by the Dannhauser LM.

Table: 111:Water Supply Level

LM Name	Access to safe drinking water		No access to safe drinking water		Total households	WSA STATUS
	No. of Households	Percentage (%)	No. of Households	Percentage (%)		
Dannhauser LM	15 670	79.2	4 111	20.8	19 781	Amajuba District municipality
Emadlangeni LM	4 493	67.7	2 143	32.3	6 636	Amajuba District municipality
Newcastle LM	81 504	90.4	8 637	9.6	90 142	Newcastle Local Municipality
Total	101 666	87.2	14 892	12.8	116 558	

Source: (Statistics South Africa, 2017)

The information is corresponding to the 2016 Community Survey for the whole of the WSA and the municipalities of Dannhauser and Newcastle. There is a slight difference in the Emadlangeni LM, with the 2016 Community Survey reporting more households with access to safe water supply. The settlement's service levels presented were last updated during 2016.

Table: 112: DWS Reference Framework Water Supply Levels

Local Municipality	No. of Households	Households with reliable water supply	Percentage (%)	Households with no reliable water supply	Percentage (%)	WSA STATUS
Dannhauser LM	19 648	15 879	81,0%	3 769	19,0%	Amajuba District municipality
Emadlangeni LM	6 459	3 165	49,0%	3 294	51,0%	Amajuba District municipality

Newcastle LM	92 485	83 794	91,0%	8 691	9,0%	Newcastle Local Municipality
Total	**101 666**	**87.2**	**87,0%**	**15 754**	**13,0%**	

Source: (Statistics South Africa, 2017)

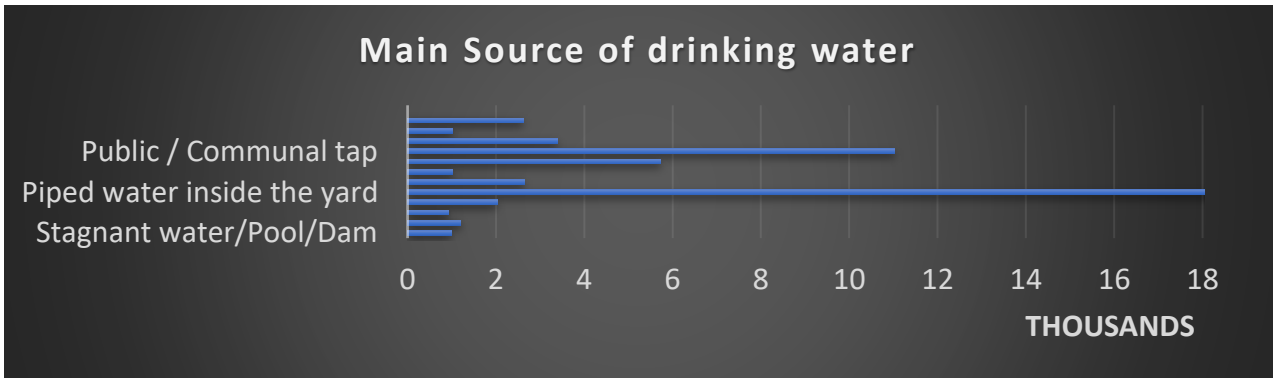
The table below contains data on the access to water by type, access by yard connections, Communal taps or no access to pipe water (e.g. water tanker, boreholes, streams and other. People without pipe water use boreholes or services provided by both local municipalities and the DM by the water tanker service. From the figures below it is evident that there is progress in terms on ensuring that water is accessible to the communities. The WSDP represents the spatial distribution of water service levels for ELM and DLM respectively.

Table: 113: Households by Access to water

HOUSEHOLDS BY ACCESS TO WATER					
TYPE OF ACCESS	YEAR	NEWCASTLE LM	EMADLANGENI LM	DANNHAUSER LM	AMAJUBA DM
Yard Connections	2001	43886	1947	2798	48631
	2011	71635	2410	10175	84220
	2016	84909	3039	16984	104931
Communal Connection	2001	18175	1154	7693	27022
	2011	9347	1260	7595	18202
	2016	6703	6690	3307	16701
No access to piped water	2001	9103	3086	8829	21018
	2011	3290	2581	2669	8540
	2016	5438	3629	3183	12249

Source: (Statistics South Africa, 2017)

There are only 133881 households that have access to water. People should have access to clean and healthy water to drink, cook and clean. Water is essential need, and the municipality should work in providing purified water from tap water especially in Emadlangeni Municipality many household access water in Borehole. Emadlangeni LM and Dannhauser LM have people drinking from the dam which put residentials at risk for getting sick hence of hygiene. The graph below illustrates access to water in Amajuba District Municipality.



Source: (Statistics South Africa, 2017)

Table: 114: Distance from Water Supply (per person weight)

	Amajuba	Newcastle	Emadlangeni	Dannhauser	Total
200 metres or less	13073	6155	2620	4298	**13073**
201 - 500 metres	13462	4343	6477	2642	**13462**
501 metres - 1 kilometre	1724	-	1724	-	**1724**
More than 1 kilometre	-	-	-	-	**-**
Do not know	655	-	124	532	**655**
Not applicable	333611	259034	13223	61355	**333611**

Source: (Statistics South Africa, 2017)

5.1.13 Buffalo Flats Water Supply and Infrastructure Constraints

The Ngagane Water Treatment Works (WTW) supplies water to the Buffalo Flats area via the Braakfontein Reservoirs, drawing from Ntshingwayo Dam. While there is an official allocation of 20 Ml/day for Buffalo Flats, the current infrastructure capacity only allows for 10 Ml/day, resulting in a significant supply deficit.

According to the 2018 Feasibility Report, this shortfall was expected to be addressed through the proposed Dannhauser Regional Water Supply Scheme, which includes the upgrade of Durnacol WTW from 5 Ml/day to 20 Ml/day. Once implemented, this upgrade would provide an additional 10 Ml/day to meet the full allocation for Buffalo Flats.

1.1.1 Groundwater-Dependent Areas

Several communities within the scheme area remain dependent on groundwater and water tanker supply, particularly where surface water infrastructure is limited. These include:

- North-Eastern Areas: Chester, Cork, Flint, Greenock, Mullingar, Nyanyadu, Spookmill, Zondo
- Southern Areas: Geduld, Hilltop, Kempshoek, Kliprand, Nguqunguqu, Striijbank, Twhatgwha, Verdriet

The volume of groundwater currently supplied to these areas should be quantified, and an assessment conducted to determine the potential for increased conjunctive use of both groundwater and surface water to enhance supply reliability and system resilience.

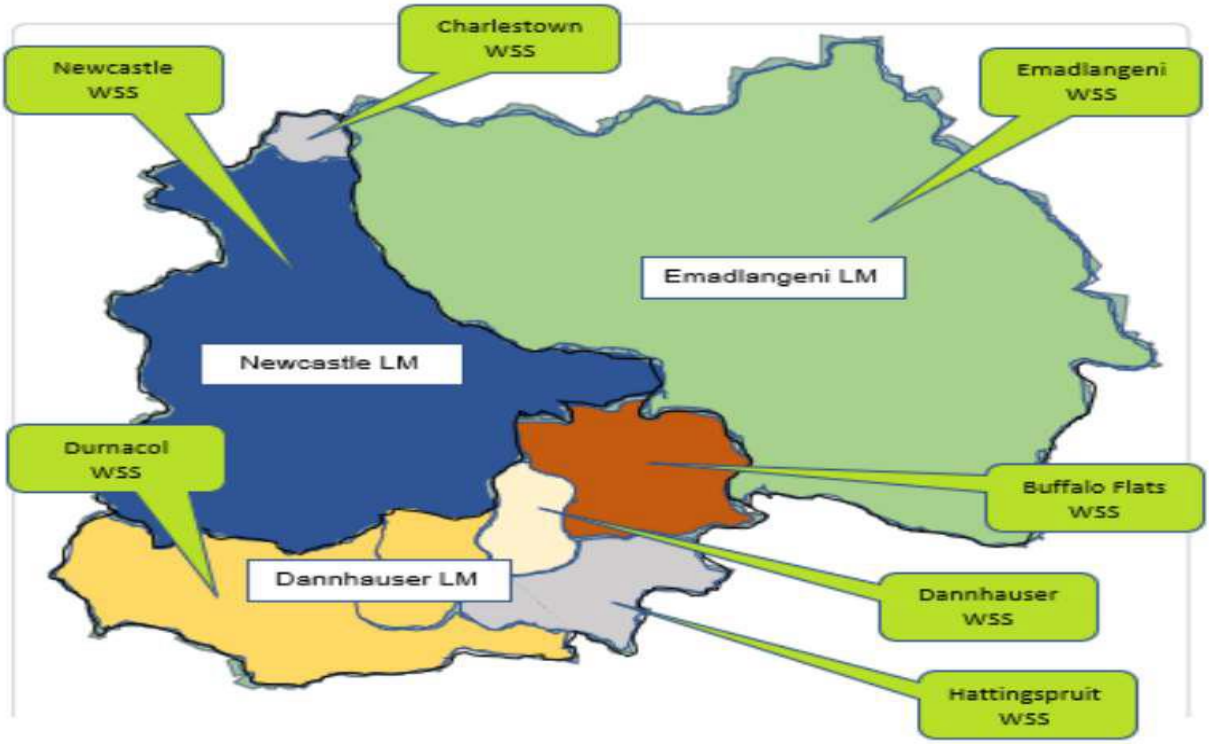
1.1.2 Demand Growth and Supply Challenges

The 2018 Feasibility Report also highlights that existing water supply from Ngagane WTW to Buffalo Flats does not meet the growing demand, particularly as the Amajuba District Municipality (ADM) continues to upgrade service levels from communal standpipes to yard connections. This upgrade significantly increases per-household water consumption and puts further strain on an already under-capacitated supply system.

The proposed Phase 2 of the Dannhauser Regional Water Supply Scheme aims to augment supply to Buffalo Flats. This includes the commissioning of a new 20 Ml/day Water Treatment Works at Durnacol, along with the necessary bulk and reticulation infrastructure to support regional supply.

5.1.14 WATER SUPPLY SCHEMES

The district consists of two distinct WSA's (Newcastle and Amajuba) which operate and maintain seven (7) water supply schemes as indicated below.



Map: 41 ADM Water Supply Schemes Map

Source: (Amajuba District Municipality, 2023)

Newcastle WSA consists of the Newcastle WSS and Charlestown WSS. The remaining five (5) WSSs within Amajuba District Municipality make up the ADM
WSA, as follows:
a) Dannhauser WSS;
b) Durnacol WSS;
c) Emadlangeni WSS;
d) Hattingspruit WSS; and,
e) Buffalo Flats WSS.

Dannhauser Water Supply Scheme

Dannhauser WSS, was previously supplied by Dannhauser WTW, which was recently decommissioned, the scheme is currently supplied by Durnacol WTW. Durnacol WTW receives water raw water from Ntshingwayo dam. The indicative yield of the Ntshingwayo dam, which was previously called Chelmsford dam is 80 ML /D. The Dannhauser WSS includes the towns of Dannhauser, Durnacol, Emafusini and Rocky Spruit. Water is supplied from the Ntshingwayo Dam where it is treated at the Durnacol and Dannhauser WTW. The design capacities of the plants a2.0Ml/d and 2.0-2.4Ml/d respectively. The 2018Feasibility report indicated that the Durnacol WTW is being upgraded to 5Ml/d but can be operated at6Ml/d (supplying 3Ml/d to Durnacol and Dannhauser) as interim measure to augment supply in the Dannhauser LM.
The Dannhauser WTP supplies water to the areas of Dannhauser, NLK (maize depot), Emafusini, Rocky Spruit and Dannhauser Town. Water supply to the outlying areas beyond the town and suburbs is further supplemented by a series of production boreholes (rudimentary water schemes).

Durnacol Water Supply Scheme

The Durnacol WTP currently provides potable water to Dannhauser Town and surrounding areas, whilst the ADM is arranging for the Dannhauser plant to be repaired/refurbished. Note that Durnacol could continue feeding the town of Dannhauser, as a permanent arrangement and in this instance, the Dannhauser WTP could take on the duty of supplying Skombaren, Alcockspruit, Hilltop, Vedriet and Mdakane. This would reduce the need for water tankering and would assist in eradicating water backlogs. Raw water is abstracted from the Ntshingwayo Dam by ADM and pumped to the Durnacol raw water reservoir at Durnacol WTP. ADM pumps the raw water from the Durnacol raw water reservoir to the head of the works at Durnacol WTP where the water is treated.



Durnacol WTP

The volume supplied from the Durnacol WTW was reported as 0.9-1.2Ml/d and from the Dannhauser WTW the operating volume of water supplied is 2.7Ml/d (2019). The areas are affected by the Eskom load shedding activities (power outages) as pipelines are damaged due to water hammer. This causes breakages and leakages in the pipelines therefore interrupted supply and water losses. Long term NDP 2035 goals is to secure bulk funding estimated at R 950 mill to construct the regional bulk water supply. Raw water pipeline and Reticulation is collapsed due to aged water supply systems -Estimated R 34 mill. Apart from the water supply schemes, most of the consumers in the rural areas of the Dannhauser LM obtain water from boreholes and springs. Some of the consumers are also supplied from piped water, else from water tanker. Refurbishment and upgrade of Durnacol Water Treatment Works in Dannhauser R9.4 Mil.

Emadlangeni Water Supply Scheme

The Utrecht WSS includes the towns of Utrecht, Bensdorp and White City. Water used to be supplied from two off-channel storage dams (Dorps and Nywerheids) from the Dorpspruit River and treated at the Utrecht WTW. The areas of Berouw and Amantungwa are supplied via standpipes from the bulk water supplied from the Ngagane WTW. The Utrecht WTW has a design capacity of 4Ml/d and is operating at 2Ml/d (50%) under normal, non-drought conditions.
The Utrecht WTP supplies water to the areas of :
a) Utrecht town;
b) Khayalethu;
c) Bensdorp;
d) White City; and

e) Balgrey
A bulk water line has been connected from the Ngagane WTW to Utrecht and is currently in full time operation to supply the Utrecht area.
The town of Utrecht started utilising this option in September 2015. Apart from the water supply schemes just more than a third of consumers in the Emadlangeni LM obtain water from boreholes and springs, just less than a third from rivers or streams and the remainder either from existing services, water tankers or other sources. Zaaihoek regional bulk is estimated at R 180 mil.

5.1.15 Status of existing water supply infrastructure

The Water Service Act (Act No. 108 of 1997) is to assist municipalities to undertake their role as water services authorities and to look after the interests of the consumer. The Act defines basic sanitation as the prescribed minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal or purification of human excreta, domestic wastewater and sewage from households, including informal households. Section 3 of the Act states that:

Everyone has a right of access to basic water supply and basic sanitation.
Every water services institution must take reasonable measures to realise these rights.
Every water services authority must, in its water services development plan, provide for measures to realise these rights.

The licensed water allocation for the different types of water user sectors from the Ntshingwayo Dam and Buffalo River and the bulk water service provider is currently Uthukela Water PTY (LTD).

Urban and bulk water supply schemes

The following sections give a brief overview of the urban and bulk water supply schemes (WSS). Bulk water supply schemes can be identified as schemes with a large geographic footprint, or with a water treatment works of a design capacity of 2Ml/d or more.

Greater Volksrust WSS (Mpumalanga Province)
Previously, the Greater Volksrust WSS included the towns of Volksrust and Vukuzakhe (Mpumalanga Province), and the town of Charlestown (KwaZulu-Natal Province, Amajuba District Municipality,

Newcastle Local Municipality
The NLM has commissioned a package plant in 2018/2019 to treat and supply water to Charlestown and is not reliant on the Greater Volksrust WSS anymore that is managed by the neighbouring Dr Pixley ka Isaka Seme LM.

Newcastle, Madadeni and Osizweni WSS
The Newcastle, Madadeni and Osizweni WSS includes the towns of Newcastle, Alcockspruit, Skombaren, Madadeni, Osizweni, Blaauwbosch Laagte, Cavan, Jakkalspan, Johnstown and further east up to Inverness (Newcastle LM), Mndozo and Dicks Halt. The scheme also supplies the Waterval Prison, Berouw and Amantungwa located in the Emadlangeni LM, buffalo flats area that is all feeding from the Ngagane WTW/Braakfontein reservoir.

Abstraction, Ngagane WTW
Water is supplied from the Ntshingwayo Dam (92Ml/d supplied, 110Ml/d licensed allocation), Ngagane River (18Ml/d supplied, 30Ml/d allocation) and Buffalo River (unreliable supply: allocation of

30Ml/d with system capacity of up to 25Ml/d, dependent on the level of the river), then treated at the Ngagane WTW (130Ml/d design capacity).

The Ngagane WTW is about 7km south-east of the town of Newcastle's CBD and about 17km north-east of the Ntshingwayo Dam. The Buffalo River flow level is very low, and uThukela Water has to draw from the Ngagane River full-time (May 2019). The Ngagane WTW also supplies consumers in the Dannhauser LM's Buffalo Flats WSS.

Water quality in the Ngagane River is affected by coal mine dust, iron, and manganese from mining. operations. It's an issue backdating from 2015 and continues to be a major challenge. This also affects the efficiency of the treatment plant. Drought conditions affect the available supply from the Buffalo River.

During the 2015 drought conditions flow was affected in the Buffalo River and DWS released water from the Zaaihoek Dam. The Zaaihoek Dam is however a strategic water resource, its main use is to support the electricity operations of Eskom. The Ntshingwayo Dam has also been affected by drought, pollution, and siltation during 2015/2016. The dam level in June 2016 was reported as 51%. The dam level as on 13 May 2019 was 79% (DWS, Kwazulu-Natal Province State of Dams on 2019-05-13).

Bulk Water Pipelines and Pumping Infrastructure

A total of four bulk pipelines supply raw water to the Ngagane WTW as follows:

Two gravity pipelines (one 690mm internal diameter concrete pipe and a 590mm internal diameter steel pipe with a section of AC pipe) supply the Ngagane WTW from Ntshingwayo Dam, these account for about 72-92Ml/day.
A 600mm diameter mild steel lined pumping main supplies the Ngagane WTW directly from the Ngagane River, accounting for 20-30Ml/day
Another gravity pipeline supplies raw water from the Buffalo River to the Ngagane WTW. This pipeline is an 800mm diameter mild steel pipeline (estimated length 20km) and abstracts water from a weir higher up on the Buffalo River. This pipeline is reported to be old and in need of refurbishment / replacement.
The Newcastle 2019/2020 IDP reports supply from this source as 10Ml/d. The Ngagane BP revision 4-Emergency Upgrade Ngagane WPP – Amended (2013) made provision for upgrading of the clean water pump station to meet demands and coincide with the WTW upgrade.

uThukela Water identified the need for a new raw water pipe (2019) but need funding for the implementation (estimated cost was R500 million in 2017).

Water Storage systems
The All-Towns Strategy (2014) for Ntshingwayo Dam Supply Area confirmed command reservoirs at Braakfontein and Newcastle town with storage capacities of 78.8Ml and 46Ml, respectively. There is also a 4Ml reservoir at Ekuseni supplying the low-pressure sections of the town. Total storage, including bulk distribution reservoirs, is 128.8Ml. This storage is sufficient to meet 35h storage but not sufficient to meet the 48h storage requirement of the system. (The All-Towns Strategy, 2014).

To ensure improvement in Water service delivery, we have embarked on eradicating aging Infrastructure for water. We have developed the Operation and Maintenance Plan for Water

Infrastructures. This Plan is being implemented and will be reviewed as and when deemed necessary by the Council of the ADM and as per legislative requirements.

Amajuba: Braakfontien dedicated reservoir 6 – 10 Ml

Amajuba DM is currently undertaking to construct a dedicated AMAJUBA Braakfontein reservoir to supply the Dannhauser and Emadlangeni LM's respectively, planned commission date: August 2022

Based on the 2016 Stats SA Community Survey, the following emerged because of numerous projects that are underway within the Amajuba District Municipality. Estimated costs R180m–R255m to complete and install new pump stations.

5.1.16 Water Conservation and/or Water Demand Management

uThukela Water estimates water loss from the abstraction works to the Ngagane WTW to be 6%, which is reasonable (2019). Newcastle WCWDM studies have indicated that high water losses occur during the night in the areas of Madadeni and Osizweni. So much so, that water supply is closed off at bulk supply sites during the night. Losses are due to:

water wastage,
leaks on the reticulated lines,
leaks due to illegal connections but also,
leaks on properties and in households.

The issue of non-payment for water should be addressed as it discourages water conservation. The NLM has a pressure management programme, but need more staff, training, and funding to function optimally.

Table: 115: Bull Water Supply

Phase 1: Buffalo Flats		Number Households	WARD	Comments	Additional assessments
	Alleen 1 – Completed	583	7	reticulation installed	WCWDM to be designed and implemented
	Alleen 2 – Completed	592	7	reticulation installed	WCWDM to be designed and implemented
	Annieville – Completed	1501	7	reticulation installed	WCWDM to be designed and implemented
	Jessie-completed	452	6	reticulation installed	WCWDM to be designed and implemented
	Nellie Valley-completed	716	7	reticulation installed	WCWDM to be designed and implemented
Total					**3 844**
Phase 2: Buffalo Flats		**Households**	**Ward**	**Comments**	**Comments**
	Blackbank	259	8	reticulation installed	WCWDM to be designed and implemented
	Thirst	931	6	reticulation installed	WCWDM to be designed and implemented
	Kielkeel	1207	7	reticulation installed	WCWDM to be designed and implemented

	Fairbreeze	568	9	reticulation installed	WCWDM to be designed and implemented
	Uitkyk	123	9	reticulation installed	WCWDM to be designed and implemented
	Rutland	762	6	reticulation installed	WCWDM to be designed and implemented
Backlog of households eradicated					**3 850**
Phase 3: Buffalo Flats		**HH**	**Wards**	**Comments**	**Comments**
	Goudine	404	1	reticulation installed	WCWDM to be designed and implemented
	Verdriet	1070	1	reticulation installed	WCWDM to be designed and implemented
	Strijbank	360	1	reticulation installed	WCWDM to be designed and implemented
	Perth 1	89	3	reticulation installed	WCWDM to be designed and implemented
	Hilltop	343	3	Design / procurement	WCWDM to be designed and implemented
	Mourne	152	3	Design / procurement	WCWDM to be designed and implemented
	Steve Donald	269	3	Design / procurement	WCWDM to be designed and implemented
	Mount Johanna 1	70	3	Design / procurement	WCWDM to be designed and implemented
	Mount Johanna 2	281	3	Design / procurement	WCWDM to be designed and implemented
	Kempshoek	97	3	Design / procurement	WCWDM to be designed and implemented
	Ladybank	454	4	reticulation installed	WCWDM to be designed and implemented
	Perth 2	257	4	reticulation installed	WCWDM to be designed and implemented
	Dorset	153	4	reticulation installed	WCWDM to be designed and implemented
	Curragh	264	4	reticulation installed	WCWDM to be designed and implemented
	Devon	117	4	reticulation installed	WCWDM to be designed and implemented
	Milford	183	4	reticulation installed	WCWDM to be designed and implemented
	Chester	28	4	reticulation installed	WCWDM to be designed and implemented
	Clones	237	4	reticulation installed	WCWDM to be designed and implemented
	Cork	86	4	reticulation installed	WCWDM to be designed and implemented

	Mairic / Uitkyk 2	60	4	reticulation installed	WCWDM to be designed and implemented
	Mullingar	90	4	reticulation installed	WCWDM to be designed and implemented
	Westport	27	4	reticulation installed	WCWDM to be designed and implemented
	Emasimini / Wilts	63	4	reticulation installed	WCWDM to be designed and implemented
	Anandale 2	147	5	reticulation installed	WCWDM to be designed and implemented
	Rooiport	25	5	reticulation installed	WCWDM to be designed and implemented
	Doornsluiten	232	5	Design / procurement	WCWDM to be designed and implemented
	Diepsluiten	30	5	Design / procurement	WCWDM to be designed and implemented
	Poona / Ennis	48	6	Complete	WCWDM to be designed and implemented
	Flint	266	6	reticulation installed	WCWDM to be designed and implemented
	Blaaubank	91	6	reticulation installed	WCWDM to be designed and implemented
	Moy	147	6	reticulation installed	WCWDM to be designed and implemented
	Patricia (Peachhill)	321	6	reticulation installed	WCWDM to be designed and implemented
	Greenock	141	8	reticulation installed	WCWDM to be designed and implemented
	Bluff / Bariff	132	8	reticulation installed	WCWDM to be designed and implemented
	Clifton	67	8	reticulation installed	WCWDM to be designed and implemented
	Newport	36	8	reticulation installed	WCWDM to be designed and implemented
	Cupar	138	8	Under Construction	WCWDM to be designed and implemented
	Dannhauser bulk housing cbd	1002	2	Under Construction	WCWDM to be designed and implemented
	eMafahlawane	860	1	Design / procurement	WCWDM to be designed and implemented
	Skomabren	2226	2	Under Construction	WCWDM to be designed and implemented
	Eastborne	620	8	Under Construction	WCWDM to be designed and implemented
	phase 4 infills	620		Design / procurement	WCWDM to be designed and implemented

	phase 3 b	890		Design / procurement	WCWDM to be designed and implemented
	Emergency water supply to Ramaphosa, skobharen and 2 megalitre reservoir at Hilltop	620		Design / procurement	WCWDM to be designed and implemented
	Emadlangeni				
	Borehole programmes	960	all wards 1,2,3,45	installed	WCWDM to be designed and implemented
	Goedehope bulk water housing	1130	2	awaiting wula	WCWDM to be designed and implemented
		15903			
Planned backlog to be eradicated related to WCWDM and Backlogs					97

Amajuba DM water losses and water balance

The Amajuba DM policy of Free Basic Water is to provide for 6kl/HH/month to registered indigents. The highest water losses are being identified within the buffalo flats area located within the Dannhauser LM under the Amajuba DM WSA. Unauthorized water connection adds up nearly 60% or more unaccounted water losses, thus making the bulk water volatile to risks of more water losses in the future.

Amajuba DM has developed a WCWDM policy and is now outdated, a new study is currently under planning stage to assess the water losses and develop a strategic plan to reduce water losses. A detailed WSIG & MIG business plan has been designed to overcome this challenge, however limited MIG and WSIG cashflows does not allow for implementation and water loss reduction within the next to 2 years. The WSA prepares monthly water balances, in the IWA format, on a local municipality level, for submission to the DWS. The water balance information from the DWS can be summarised as follows (based on 2018 data):

Item	Community benefiting	Category	Storage Facility	Type	Position	Capacity Kl	Latitude	Longitude
1	Rutland North	Storage	Tank	Steel	Elevated	50	-27.92661	30.210415
2	Rutland South	Storage	Tank	Steel	Elevated	50	-27.9566	30.207833
3	Thrist North	Storage	Tank	Steel	Elevated	50	-27.889473	30.199161
4	Annie	Storage	Reservoir	Concrete	Ground	50	-27.951835	30.157788
5	Blackbank	Storage	Tank	Steel	Elevated	50	-27.868973	30.231003
6	Bluff	Storage	Tank	Steel	Elevated	50	-27.888309	30.251844
7	Chester	Storage	Tank	Steel	Elevated	50	-27.977461	30.260077
8	Clones	Storage	Tank	Steel	Elevated	50	-27.97224	30.269196
9	Cupar	Storage	Tank	Steel	Elevated	50	-27.897523	30.267578
10	Curragh	Storage	Tank	Steel	Elevated	50	-27.983265	30.235051
11	Denver	Storage	Tank	Steel	Elevated	50	-27.888309	30.251844
12	Donker	Storage	Tank	Steel	Elevated	50	-27.833925	30.249746
13	Dorset	Storage	Tank	Steel	Elevated	50	-27.975909	30.234581
14	Fairbreeze	Storage	Reservoir	Concrete	Ground	50	-27.883935	30.24036
15	Flint	Storage	Tank	Steel	Elevated	50	-27.929085	30.24963
16	Greenock	Storage	Tank	Steel	Elevated	50	-27.852973	30.256534
17	Jessie	Storage	Tank	Steel	Elevated	32	-27.9566	30.207833
18	Kiel Keel	Storage	Tank	Steel	Elevated	32	-27.903947	30.182459
19	LadyBank	Storage	Tank	Steel	Ground	136	-27.965361	30.20143
20	Mafahlawanwe	Storage	Tank	Steel	Elevated	50	-27.817451	30.201617
21	Milford	Storage	Tank	Steel	Elevated	50	-27.969284	30.249122
22	Moy	Storage	Tank	Steel	Elevated	50	-27.904631	30.213467
23	Naas Farm	Storage	Tank	Steel	Elevated	50	-27.831897	30.199208
24	Nellie Vally	Storage	Tank	Steel	Elevated	200	-27.927419	30.178715
25	Patricia Hill	Storage	Tank	Steel	Elevated	50	-27.890401	30.242225
26	Philip Farm	Storage	Tank	Steel	Elevated	50	-27.843953	30.19222
27	Poona	Storage	Tank	Steel	Elevated	50	-27.92467	30.222812
28	Kielkeel	Storage	Tank	Steel	Elevated	50	-27.909852	30.17666
29	Wilts	Storage	Tank	Steel	Elevated	50	-27.952981	30.232792
30	Grootgeluk	Storage	Tank	Steel	Elevated	50	-27.830297	30.157945
31	Cloneen Tank	Storage	Tank	Steel	Elevated	50	-27.909648	30.151602
32	Eastborne Tank	Storage	Tank	Steel	Elevated	50	-27.809603	30.114647

33	Ironside Brae	Storage	Tank	Steel	Elevated	50	-27.849872	30.149028
34	Spookmill Tank	Storage	Tank	Steel	Elevated	50	-27.821333	30.254249
35	Clere Town No Tank							
36	Shepstone Lake	Storage	Tank	Steel	Elevated	50	-27.863657	30.166446
37	Nkanini Tank	Storage	Tank	Storeage	Elevated	50	-27.8330.21	30.1793

System input volume of 5 951 777kl/a (16.30Ml/d).

Authorised consumption of 3 185 726kl/a (8.73Ml/d)

Water losses totalling 2 766 051kl/a (7.58Ml/d), comprising of Apparent losses of 622 361kl/a (1.71Ml/d) of and Real losses of 2 143 689kl/a (5.87Ml/d).

A detailed WSIG and MIG business plan has been designed to overcome this challenge, however limited MIG and WSIG cashflows does not allow for implementation and water loss reduction within the next to 2 years. The adverse effects of the supply of water under the following water system that is currently risks: termed the Buffalo Flats /Dannhauser and Emadlangeni will require WCWDM assessment, and this will assist with the reduction of water losses within the Amajuba DM WSA.

The Buffalo Flats area has been identified as a high priority area where water losses need to be addressed. The high-water losses are resulting in the intermittent supply of water to the settlements that fall within this area. Under the first phase water losses of between 45% and 50% were identified within the different district zones. An estimated R263 million is required to upgrade and undertake household connections.

The Buffalo Flats area has been identified as a high priority area where water losses need to be addressed. The high-water losses are resulting in the intermittent supply of water to the settlements that fall within this area. Under the first phase water losses of between 45% and 50% were identified within the different district zones. An estimated R 263 million is required upgrade and undertake household connections.

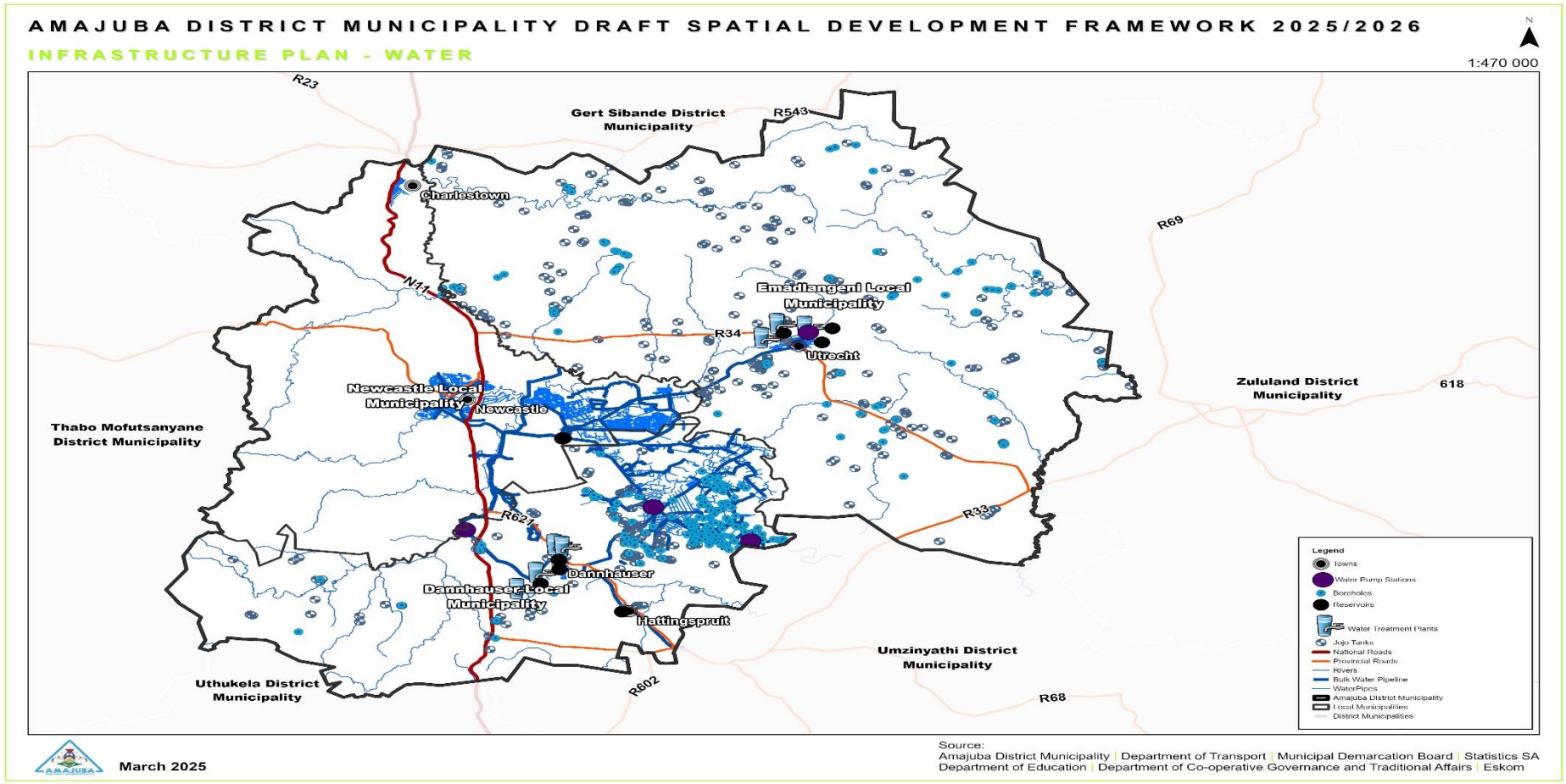
Emadlangeni and Dannhauser Pipeline refurbishment for the dilapidated Asbestos pipes to prevent water losses in Utrecht, Dannhauser and Durnacol Est at R 38 million. The following table contains a list of water meters to be installed (new) or replaced in the Amajuba District Municipality. Since existing meters

were visited and recorded as part of this first phase of the project, most attributes for these meters are known, however, the sites for new meters are not known at this stage and will be verified on site.

Project Population per Local

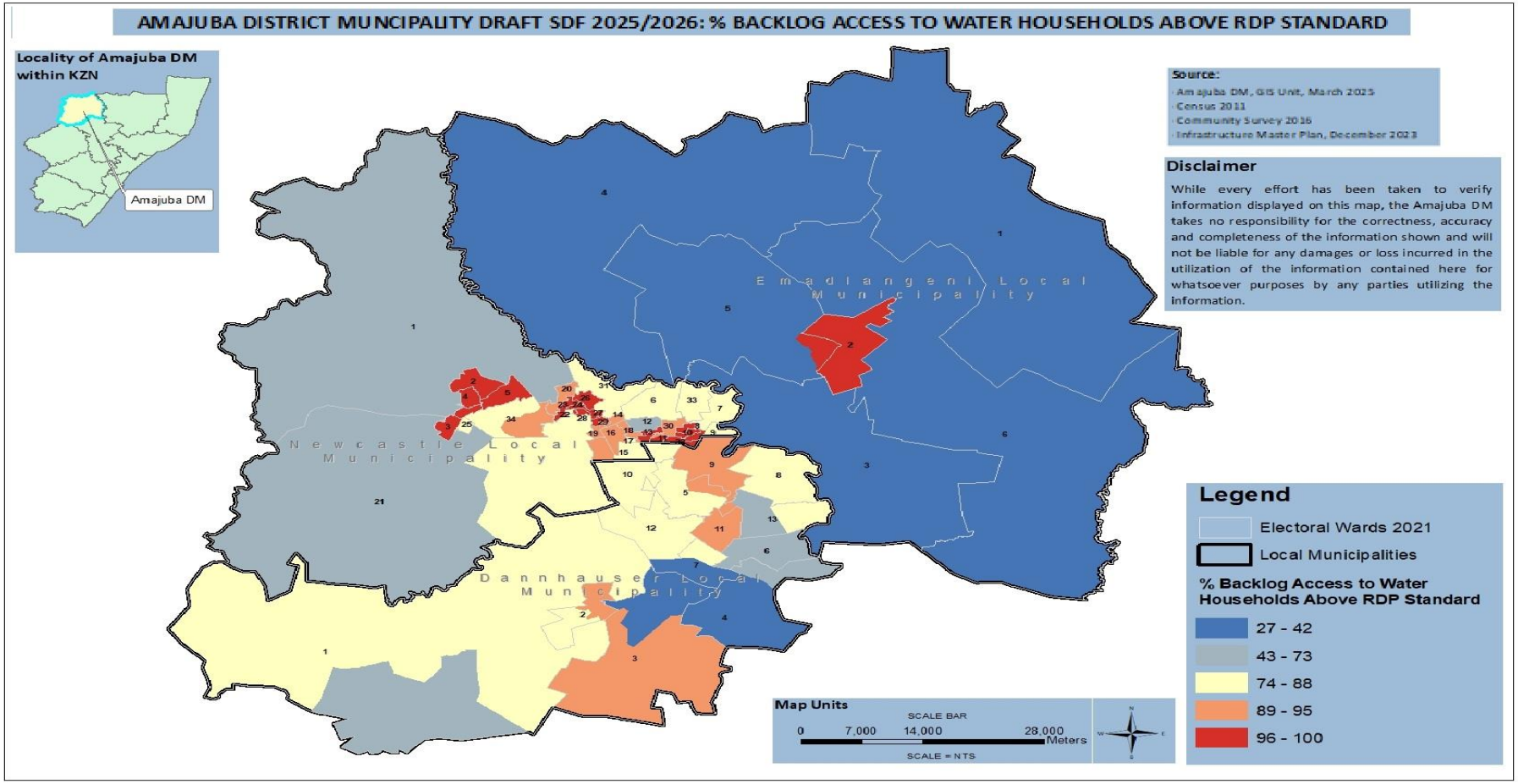
Table: 116: Project Population per local

Municipality until 2050 Local Municipality	2020	2025	2030	2035	2040	2045	2050
Dannhauser	116 370	120 987	126 045	132 949	140 233	147 916	156 022
Emadlangeni	38 954	40 508	42 212	44 533	46 983	49 567	52 293
Total	155 324	161 495	168 257	177 482	187 216	197 483	208 315



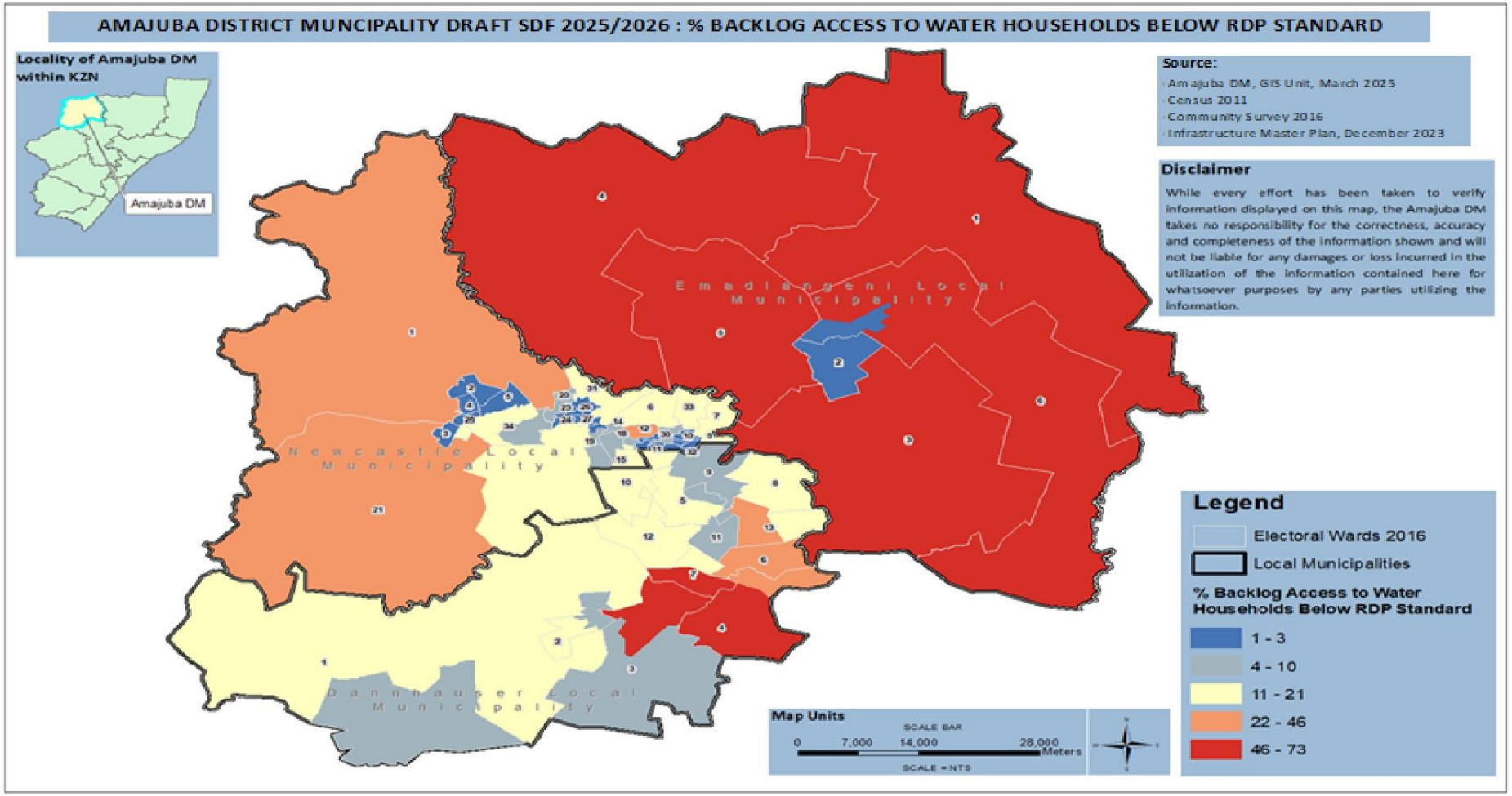
Map: 42 Infrastructure Plan Water

Source: SDF (Amajuba District Municipality, 2025)



Map: 43 % Backlog Access to Water Households Above RDP Standard

Source: (Amajuba District Municipality, 2025)



Map: 44 % Backlog Access to Water Households Below RDP Standard

Source: (Amajuba District Municipality, 2025)

5.2 STATUS ON 2025– 2027 MIG CAPITAL PROJECT IMPLEMENTATION

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Hilltop Reservoir Settlements Water Supply Scheme	The project aim to improve the services to the minimum RDP standard of standpipes that are within 200m walking distance from houses and reduce water tankers to this communities.	R87 707 050	97% complete.	30 Jun 2025
Goedehoop Bulk Water and Sanitation - Phase 2	The implementation of sanitation infrastructure in Emadlangeni LM to cater for the Emadlangeni LM by constructing a new wastewater treatment works with a 2Ml/day capacity.	R93 200 068	21% complete. Contractor terminated. Project to go on retender.	30 Jun 2027
eMadlangeni Sanitation Infills Wards 1 3 4 5 and 6 Rural areas of eMadlangeni LM	The implementation of the project (the installation of 2438 VIP toilet units) is due to new households (Infills) and the demarcation of new wards in Emadlangeni LM.	R39 692 493	89% complete.	30 Jun 2025
Amajuba DM Maintenance Business Plan (O&M Project)	The project 's aim is to address DWS directives which required that Amajuba DM maintain it water & sanitation (particularly the plants) infrastructure to DWS operational standards.	R9 927 500	55% complete.	30 Jun 2025

BELOW ARE THE CURRENT WSIG FUNDED PROJECT THAT ARE AIMED AT ADDRESSING WATER & SANITATION CHALLENGES IN AMAJUBA DM

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Dedicated Braakfontein Reservoir for the Buffalo Flats Area	The implementation of the project aims to supply the community of Buffalo flats with the required 12Ml/d. The project will provide ADM with total control over the water supply for Buffalo Flats.	R71 659 695	98% complete. Project is at ADM legal	TBC
Emergency Water Supply To Ramaphosa Settlement, Skombaren and 2 Megalitre Reservoir at Hilltop	The project Phase 1-2 aims to improve water supply to the community Hilltop and Skombaren.	R179 849 330	50% complete.	30 Dec 2026
Reduction Non-Revenue Water via Reduction of Real Losses	The project intends to reduce the non-revenue water as part of the objectives of the national water conservation / water demand management.	R39 797 223	40% complete.	30 Aug 2025
Amajuba District Municipality COVID-19 Intervention Project	The project aims at ensuring residents will have a continuous supply of water for the community of Dannhauser LM.	R36 705 465	60%	30 June 2025

BELOW ARE THE PLANNED PROJECT THAT ARE AIMED AT ADDRESSING WATER & SANITATION CHALLENGES IN AMAJUBA DM

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Zaaihoek Bulk Water Infrastructure (Planning)	The project aims to conduct the planning work to be executed by the professional service providers for the supply the two settlements along the banks of Zaaihoek dam.	R7 061 604	Awaiting NOR letter from CoGTA	Jun 2026
Removal and Replacement of Asbestos Cement Water Pipelines in Emadlangeni (Phase 1)	The project aims to remove AC pipes and install PVC and HDPE pipelines in order to provide a more reliable and safe supply of water.	R49 440 262	Awaiting funding approval from DWS	Jun 2029
Replacement of AC Sewer Pipelines in Dannhauser & Durnacol	The project is aimed at replacing approx. 75km old AC pipelines that frequently block and cause sewer manholes to overflow	R48 834 679	Awaiting implementation approval from DWS	Dec 2027
Refurbishment of Utrecht Water Treatment Works - Phase 2	The project comprises of the refurbishment of civil and / or replacement of mechanical and electrical equipment where refurbishment of the items is not cost-effective.	R49 805 021	Awaiting implementation approval from DWS	Dec 2027
Augmentation of Sewer System and Construction of a new Sewer Reticulation in Utrecht and Surrounding Areas	Project seeks to augment the sewer system and construct a new sewer reticulation in Utrecht and surrounding areas.	R48 500 000	Awaiting funding approval from DWS	Jun 2029

BELOW ARE THE PLANNED PROJECT THAT ARE AIMED AT ADDRESSING WATER & SANITATION CHALLENGES IN AMAJUBA DM

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Operation and Maintenance	The project aims at addressing Amajuba DM's limited budget in focusing on operational and maintenance challenges. 10% of the MIG allocation is planned on being utilised for O&M matters.	R10 191 800	Business Plan	Jun 2027
Dannhauser Sanitation Infills Wards 1 to 13 Rural Areas of Dannhauser LM (Phase 1)	The implementation of the project (the installation of 2300 VIP toilet units) is due to new households (Infills) and the demarcation of new wards in Dannhauser LM.	R49 636 670	Business Plan	Jun 2029
Emergency Bulk water to Ramaphosa, Hill top and Skobhareni - Completion of Phase 1-1 & 1-2	The aims to complete the remaining works on Phase 1-1 & 1-2 which emerged from the price escalation due to business plan being compiled in 2017.	R92 186 680	AFA has been submitted, awaiting DWS approval	Jun 2029
Dannhauser Regional Water Supply Scheme Phase 2 – New Durnacol Bulk Raw Water Supply Pipeline and Pumping Station	The project aims to replace the existing AC pipe that excessively leaks and replace it with a bigger water pipe which will cater for an increased water supply to the community of Dannhauser.	R300 000 000	Feasibility	Jun 2030

BELOW ARE THE PLANNED PROJECT THAT ARE AIMED AT ADDRESSING WATER & SANITATION CHALLENGES IN AMAJUBA DM

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Dannhauser Regional Water Supply Scheme Phase 3 – Upgrade of Durnacol Water Treatment Works	The project aims to upgrade the existing water treatment works plant from a 5Ml/d to 20Ml/d which will cater for the increased water supply to the growing population of the community of Dannhauser.	R600 000 000	Feasibility	Jun 2030
Zaaihoek Bulk Water Infrastructure	The project aims to supply the two settlements along the banks of Zaaihoek dam. The project will also provide for the possible future water supply to the community of Groenvlei and certain areas of Utrecht.	R200 000 000	Feasibility	Jun 2029
Groenvlei Agri Village Water Bulk Supply	The project aims at supplying portable water to the area of Groenvlei from the Zaaihoek dam.	R150 000 000	Feasibility	Dec 2030

Table: 117: Capital Project Implementation

No.	Project Name	Project Type (water, sanitation etc.)	Ward Number	Population	Total Project Budget	Progress
1.	Buffalo flats bulk water scheme phase 3	Water	Ward 5,6,7		R 86 182 441	Complete
2.	Buffalo flats bulk water scheme phase 3B	Water	Ward 9 NDH	6975 HH	R 60 458 662,83	Complete
3.	eMadlangeni Sanitation	Sanitation	NUT All Wards	5856 HH	R 36 375 794	Complete
4.	Buffalo Flats Sanitation	Sanitation	NDH All wards	17235 HH	R 141 098 679,32	Complete
5.	Refurbishment of Water Treatment Plant (Dannhauser)	Water	Ward 2 ELM	N/A	R 25 000 000	Complete
6.	Amajuba Regional Bulk Feasibility study and WSDP	Water	ADM District	N/A	R 2 899 000	Complete
7.	Emadlangeni rural water phase 1	Water	Ward 1,3,4,5,6 ELM	80 HH	R 12 000 000	Complete
8	Emadlangeni rural water phase 2 (Emxhakeni/Berouw Water Scheme)	Water	Ward 3 ELM	900	R9 000 000	Complete
9	Water conservation water demand strategy	Water	ADM District	N/A	R 12 000 000	Complete
10	Dannhauser Ward 1 Sanitation	Sanitation	Ward 1 NDH	400 HH	R 4 000 000	Complete
11.	Construction of Double pit Sanitation	Sanitation	Ward 3	450 HH	R 4 500 000	Complete

Table: 118: Other Projects

2023-2027 – OTHER MUNICIPAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Total Project Budget**	**Progress**
1.	RRAMS	Roads	All Wards	R2 223 000	Amajuba DM-Ongoing
2.	EPWP	219 Job Creation	All Wards	R1 850 000	Amajuba DM-Ongoing

5.2.1 PLANNED MIG/WSIG & RBIG FUNDING NEEDS

The ADM currently (current financial year assessment of 2021/22) needs an estimated amount of R2.2 billion to provide the water and sanitation by 2025. The table below summarises the anticipated funding allocations to the DM and includes an assumed funding allocation increase in the order of 15% per annum.

MIG-Planned projects 5-year plan
R305 Mill MIG Funding required for water backlogs/Upgrades.
R44.5 Mill MIG Funding required for sanitation backlogs /Upgrades.

WSIG-Planned projects 5-year plan
R605 Mill WSIG Funding required for sanitation backlogs/Upgrades.
R404 Mill WSIG Funding required for water backlogs /Upgrades.

WSIG-Planned projects 5-year plan
R1 164 Bill required or bulk projects.

Other operational funding /grants
R 589 mill COGTA Assessment operational and upgrade

This means that to meet the targets set for the eradication of water backlogs, an estimated R183 million is needed per annum for the period until 2024 for backlog eradications, WC/WDM, upgrade and refurbishment of aged infrastructure. As of 2021/22 estimated that **R3.3 billion is required** to provide water and sanitation by **2027 to 2035.** Based on Amajuba water needs R 1.1 billion is required for bulk water & sanitation infrastructure.

When considering the capital cash flow required achieving the NDP 2035 target for water& Sanitation by 2025, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG/WSIIG and RBIG programme. The table below summarises the anticipated funding allocations to the DM and includes an assumed funding allocation increase in the order of 15% per annum.

Table: 119: MIG/WSIG and RBIG Funding Needs cash projections

Cash flow required to eradicate and provide water services within target timeframe with MIG funds	Total Capital Required (R million)	FY22/23	FY23/24	FY24/25
Anticipated MIG Dora Allocation	349	67	64	73
MIG allocation	235,3	46,5	49	55
Water	305	R52	R58	R65
Sanitation	44,5	R15	R6	R8
Total planned projects	349,5	67	64	73
Surplus /Deficit	-114,2	-20,5	-15	-18
Cash flow required to eradicate and provide water services within target timeframe with WSIG funds	**Total Capital Required (R million)**	**FY22/23**	**FY23/24**	**FY24/25**
Anticipated Dora Allocation	765	155	160	200
WSIG Allocation	300	60	65	70
Water	609	R125	R135	R140
Sanitation	404	R84	R82	R75
Total planned WSIG Allocation	1 013	209	217	215
Surplus /Deficit	-713	-149	-152	-145
ANTICIPATED RBIG FUNDING REQUIRED	(R Billion)	(R million)	(R million)	(R million)
Anticipated RBIG	1164	220	240	264
Actual RBIG	0	0	0	0
Water	1 164	R264	R260	R260
Sanitation	0	R0	R0	R0
Total planned WSIG Allocation	1 164	264	260	260
Surplus /Deficit	-1 164	-264	-260	-260
TOTAL FUNDING REQ BY 2035 NDP	278			

Planned Capital Projects – 2025-2027

Table: 120: WSIG Capital Projects

2025-2027 – WSIG CAPITAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Project Budget**
1.	Buffalo Flats Phase 4, Pipeline Extension (Skobharen and Eastbourne)	Water	1,7&10 NDH	10 030	R 7 540 000
2.	Refurbishment of water and wastewater treatment plant	Water & Sanitation	1,2 & 4 ELM - 1,2,3,4,13 NDH	136 603	R240 000 000
3.	Construction of Braakfontain Reservoir	Water	4,5,6,7,8,9,10,11,12 &13 DNH	86 356	R 69 000 000
4.	Emergency Water Supply to Ramaphosa (Dannhauser ward 1,2,3,7)	Water	1,2,3,7 DNH	127 452	R 179 849 330
5.	WC/WDM Programme	Water	All Wards	20 167	R 100 000 000
6.	Raw Water Feasibility Study & Drilling, Equipping of Boreholes	Water	ELM & DLM	117256	R 44 000 000
7.	Amajuba District Municipality COVID-19 Intervention Project (DLM & ELM)	Water	All Wards	32 279	R23 000 000

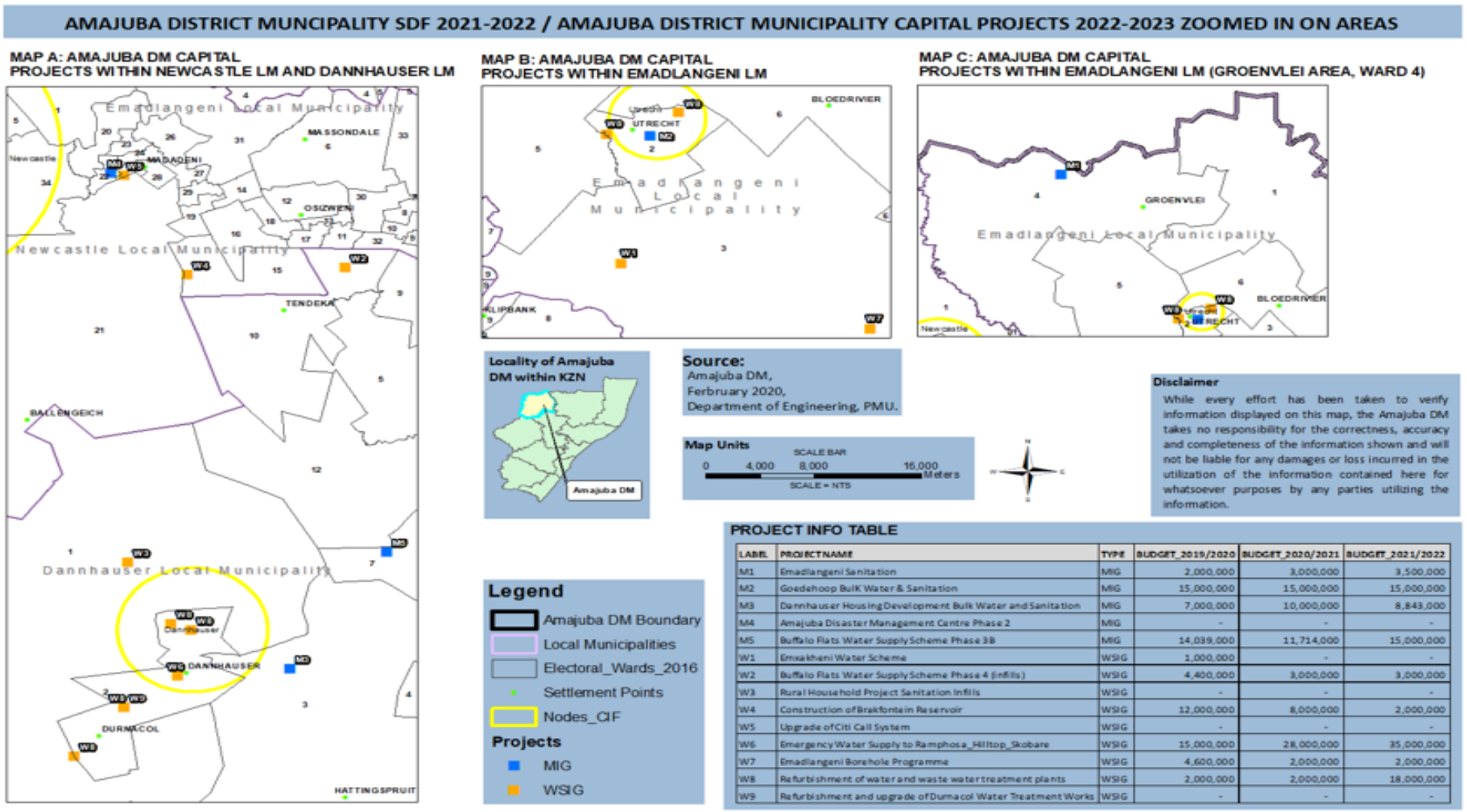
Table 110: Other Projects

Table: 121:other Projects 2025-2027 – OTHER MUNICIPAL PROJECTS					
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Total Project Budget**	**Progress**
1.	RRAMS	Roads Assessment for DoT	All Wards	R2 295 000	Amajuba DM-Ongoing
2.	EPWP	220 Job Creation	All Wards	R1 693 000	Amajuba DM-Ongoing

Table: 122: Medium -Long Term Projects

MEDIUM – LONG TERM PROJECTS						
No.	**Project Name**	**Project Type (water, sanitation etc.)**	**Ward Number**	**Population**	**Total Budget**	**Progress**
1.	Upgrade of Raw water supply pipeline to Durnacol water treatment Plant	Raw Water Source	DLM Ward 2	2970	R 50 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
2.	Mafahlawane Bulk Water Supply	Water	9 NDH	23655	R444 000 000	Awaiting a revised SAC letter from DWS
3.	Construction of Groenvlei Bulk water and sanitation	Water & Sanitation	4 ELM	1500	R90 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM

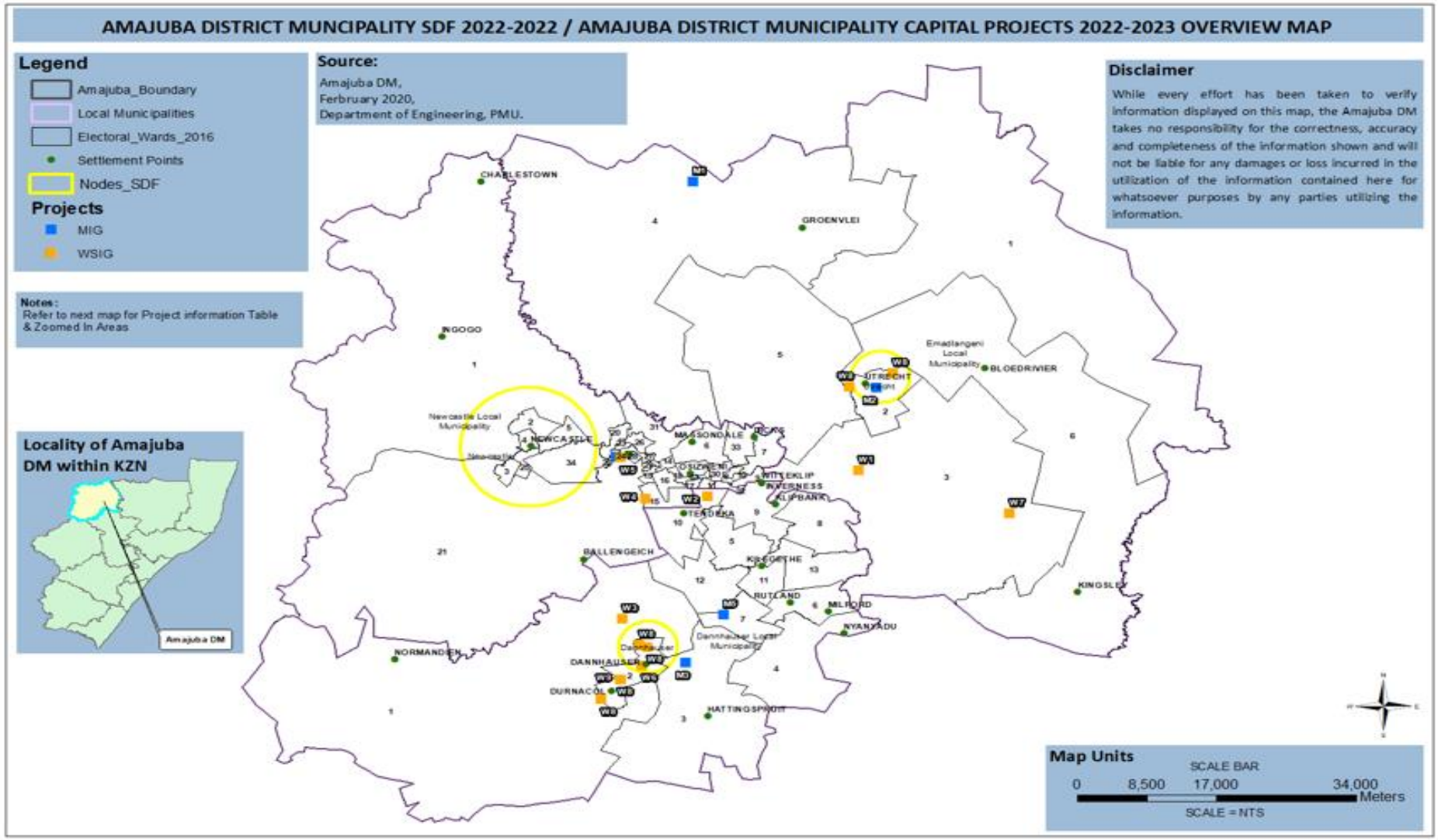
4.	Construction of New Water treatment Plant at Zaaihoek WTW and Bulk Water	Water	4 ELM		R 120 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
5.	Emadlangeni Sanitation	Sanitation	1,3,4,5&6 ELM	1000	R68 777 282	Awaiting DWS Funding Approval
6.	Drought relief Program	Water	All DLM & ELM	1100	R12 000 000	Planning Stage
7.	Emadlangeni Borehole Program	Water	3,4&6 ELM	1100	R15 000 000	Planning Stage
8.	Upgrade of Durnacol Water Treatment	Water	All DLM Ward 2		R15 973 129.69	Awaiting the approval of RBIG Funding
9.	Emxhakeni Water Scheme	Water	ELM Ward 3		R9 000 000	Planning Stage, awaiting the Consultants Panel Roster from SCM
10.	Cogta Support for upgrade of exiting WSS	Water	All NDH AND NUT		R132 000 000	Operational plan
11.	Cogta Support for upgrade of exiting WSS	Sanitation	All NDH AND NUT		R457 494 500	Operational plan



LABEL	PROJECTNAME	TYPE	BUDGET_2019/2020	BUDGET_2020/2021	BUDGET_2021/2022
M1	Emadlangeni Sanitation	MIG	2,000,000	3,000,000	3,500,000
M2	Goedehoop Bulk Water & Sanitation	MIG	15,000,000	15,000,000	15,000,000
M3	Dannhauser Housing Development Bulk Water and Sanitation	MIG	7,000,000	10,000,000	8,843,000
M4	Amajuba Disaster Management Centre Phase 2	MIG	-	-	-
M5	Buffalo Flats Water Supply Scheme Phase 3B	MIG	14,039,000	11,714,000	15,000,000
W1	Emoakheni Water Scheme	WSIG	1,000,000	-	-
W2	Buffalo Flats Water Supply Scheme Phase 4 (Infills)	WSIG	4,400,000	3,000,000	3,000,000
W3	Rural Household Project Sanitation Infills	WSIG	-	-	-
W4	Construction of Brakfontein Reservoir	WSIG	12,000,000	8,000,000	2,000,000
W5	Upgrade of Citi Call System	WSIG	-	-	-
W6	Emergency Water Supply to Ramphosa_Hilltop_Skobare	WSIG	15,000,000	28,000,000	35,000,000
W7	Emadlangeni Borehole Programme	WSIG	4,600,000	2,000,000	2,000,000
W8	Refurbishment of water and waste water treatment plants	WSIG	2,000,000	2,000,000	18,000,000
W9	Refurbishment and upgrade of Durnacol Water Treatment Works	WSIG	-	-	-

Map: 45 ADM Capital Projects 2022-2023 Zoomed in on areas

Source: (Amajuba District Municipality, 2023)



Map: 46 ADM Capital Projects 2022-2023 Overview Map

5.2.1 Asset Management

The Amajuba DM asset plan is currently outdated and requires an update of assets based on technical condition and financial evaluations, however it includes the financial values that informs the operational and maintenance planning based on the values of assets as recorded in the asset register.
This includes short term plans to meet shortfalls in the performance and condition of various assets or types of assets, as well as longer term plans to meet the growth in demand for services, repair and replacement of assets as they deteriorate with time.

Due to limited funding available for maintain the asset management plan, that contributes to the challenge is to maintain the infrastructure as per the required maintenance schedules.

Operational and maintenance plans
Amajuba DM historically inherited asset from Dannhauser, Emadlangeni and Newcastle Local municipalities including its bulk water service provider uThukela water without a transitions of assets management plan. Therefore Amajuba DM, undertakes to manage its assets based on existing and traditional plans. Amajuba DM Water treatment and wastes treatment plants, logbooks are completed, to inform the asset register files, in line with the green and blue drop requirements. The Operations and Management is attached as part of sector plans as Annexure **Error! Reference source not found.**

Financial and Management Benefits
Based on available funding Amajuba intends to develop a detailed asset management plan to ensure financial and management benefits that it will deliver.
Water and sanitation assets management
Vehicles, tools, and equipment management.
Water resource management
Support long, short, medium term operational & maintenance plans
Alignment of financial requirements for GAAP
Blue drop /Green Drop Compliance
Enhance security and safety management.

Over and above the benefits Amajuba DM plans to through the accurate metering of the water delivered to its customers that a water supply organisation can provide the required level of service, thus it is vitally important that the meters are effectively managed. Amajuba DM plans to through the Asset management plan to effectively undertake effective water metering system as per the AG recommendations.

Challenge: Limited Funding to develop integrated financial and technical asset management plan
Timeframe: 12 months based on funding approval.
Estimated R 3 million required to undertake comprehensive asset management plan.

5.3 KEY CHALLENGES

Table: 123: Challenges Faced by the Municipality

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure **policies**	Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations. The use of infrastructure **asset management principles**: Infrastructure life cycle management requires funding as per above.
Lack of adequate infrastructure **information** and infrastructure	Historic backlogs: Historic backlogs are not determined and are not time referenced. Inaccurate information and **OLD** information tabled on the backlogs Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas. Integrated communities with different service levels (differentiating between basic levels of service and higher order services)
Deterioration of existing infrastructure	Significant water losses Limited conservation and demand management Pollution of rivers and dams Poor or no maintenance
Institutional arrangements	Poor or no maintenance Lacking municipal institutional arrangement Lack of suitably trained staff (or very few staff in the technical departments) Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)
Funding and financial issues	Metering (either pre-paid or conventional) of water and energy consumption Lack of revenue, indigent policies and enforcement Private sector investors and lenders not attracted to invest in infrastructure roll-out WSIG /MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.

5.4 UTHUKELA WATER PROJECTS

Table: 124:uThukela Water Projects 2024/2024

PROJECT No	PROJECT NAME	PROJECT TYPE	LATTITUDE	LONGITUDE	ESTIMATED COST	DESCRIPTION	TARGET POPILATION	AREA/S
TBD	Ngagane to Braakfontein Pumping Main	Water Supply	27°48'7.26"S 27°48'40.52"S	29°59'33.14"E 30°03'29.17"E	R80 000 000,00	Construction of 6.5 Km of 600mm diameter steel pipeline from Ngagane Water Treatment Plant to Braakfontein Reservoirs	106542	Buffalo Flats Utrecht
TBD	Ntshingwayo to Biggarsberg pipeline	Water Supply	27°57'11.88"S 28° 4'55.33"S	29°56'55.93"E 30° 7'29.51"E	R250 000 000,00	Construction of 36Km of steel pipeline from Ntshingwayo dam to Biggarsberg Water Treatment Plant ranging in diameter from 1200mm to 800mm	101161	Dannhauser
TBD	Ntshingwayo WTP	Water Supply	27°57'11.88"S	29°56'55.93"E	R200 000 000	Construction of a 150 ML/d water treatment plant at Ntshingwayo Dam	119607	Dannhauser/ Utrecht

5.4.1 UTHUKELA WATER PLANNED PROJECTS

Ngagane WTP upgrades Projects									
Municipality/Water Board and IA	**Resource**	**Towns/ communities served**	**Population (2022 StatsSA)**	**Scheme Capacity (Ml/day)**	**Estimated Cost**	**WSA contribution (funding/PSPs)**	**Project Milestones**		
							Milestones	**Target date**	**Status**
uThukela Water **IA** uThukela Water	Ngagane WTW	**Work Package / Component**	**People served**	150ML/d		Commercial: PPP R0 RBIG: R980 000 000 Total: R980 000 000	Scoping Report	**Complete**	
							Feasibility Study	**complete**	
							Preliminary Design	**complete**	
		Component 1 (Braakfontein Pumping Main and pump station-Buffalo Flats, Emadlangeni)	Buffalo Flats (88 096 people) Emadlangeni (18 446 people)		**220 000 000**		Implementation Readiness Study (incl. EIA, WULA, WSDP, WC/WDM, O&M plans and land acquisition)		**Done**
							BFI application approval	**June 2023**	
		Component 3 (Ngagane Plant 4)	Buffalo Flats; Emadlangeni 106 542 people		**160 000 000**		Detailed Design	**August 2023**	
							Tender Documentation	**September 2023**	
							Bid Specification	**October 2023**	
							Advert	**October 2023**	
							Bid Evaluation/ Adjudication	**November 2023**	
		Component 4 19Ml Clear Water Reservoir	Buffalo Flats; Emadlangeni 106 542 people		**100 000 000**		Contractor appointment	**December 2023**	
							Project Planned Start Date	**January 2024**	
							Project Planned end Date	**December 2028**	
							Project Duration	**48 months**	
		Component 5 Raw Water Pipeline	Buffalo Flats; Emadlangeni 106 542 people		**500 000 000**				
		Total	**106 542**		**980 000 000**		**Challenges**:		

Ntshingwayo Regional Water Projects									
Municipality/Water Board and IA	**Resource**	**Towns/ communities served**	**Population (2022 StatsSA)**	**Scheme Capacity (Ml/day)**	**Estimated Cost**	**WSA contribution (funding/PSPs)**	**Project Milestones**		
uThukela Water **IA** uThukela Water	Ntshingwayo Dam	**Work Package / Component**	**People served (2025)**	150ML/d		Commercial: PPP R0 RBIG: R700 000 000 Total: R700 000 000	**Milestones**	**Target date**	**Status**
		Component 1 New Water Treatment Plant at Ntshingwayo Dam (Buffalo Flats, Utrecht, Dannhauser, Durnacol)	Hattingspruit 1342 Buffalo Flats 88096 Emadlangeni 18446 Dannhauser 6489 Durnacol 3866		**700 000 000**		Scoping Report	**June 2023**	**Pending**
							Feasibility Study	**November 2023**	**Pending**
							Preliminary Design	**Feb 2024**	**Pending**
							Implementation Readiness Study (incl. EIA, WULA, WSDP, WC/WDM, O&M plans and land acquisition)	**June 2024**	**Pending**
							BFI application approval	**August 2024**	**Pending**
							Detailed Design	**November 2024**	
							Tender Documentation	**February 2025**	**Pending**
							Bid Specification	**March 2025**	**Pending**
							Advert	**March 2025**	**Pending**
							Bid Evaluation/ Adjudication	**May 2025**	**Pending**
							Contractor appointment	**August 2025**	**Pending**
							Project Planned Start Date	**November 2025**	
							Project Planned end Date	**November 2029**	**Pending**
							Project Duration	**48 months**	
		Total	**118239**		**700 000 000**		**Challenges**:		

5.4.2 SANITATION SERVICES

Newcastle and Amajuba municipalities are both Water Services Authorities (WSA) with Amajuba serving Emadlangeni and Dannhauser municipal areas and Newcastle being responsible for its own municipal area.

This comprehensive summary is the reflection of Amajuba District municipality status, namely the High-Level Water Services Intervention Areas' and specifically reflecting the Amajuba DM WSA, including the Newcastle Local Municipality. water supply status within the Amajuba District Municipality (ADM) and will among other address the following:
The population and number of households and their associated levels of service.
The status and extent of existing sanitation supply infrastructure split between urban, rural, bulk and reticulation.
The status and extent of existing and future sanitation supply and projects planned for the Amajuba DM WSA.

The following documents utilised to compile Data collection are being reviewed and were assessed when undertaking the process.

Reference

Amajuba District Municipality Water and Sanitation Master Plan, 2016; funding required to update,
Development and Implementation of Water Conservation/Water Demand Management in Amajuba
District Municipality: Bulk Water Meter Audit Report, 2016.
Universal access plan phase iii for the Amajuba district municipality (WSA) June 2019
Stats SA Community Survey, 2016.
Amajuba DM WSDP is still under construction and the web based WSDP is still under inception stage. funding required to update and apply the WEB Based system
Eskom Satellite Building Count 2015.
Project Situation, Gap Analysis and Turn Around Strategy – Amajuba District Municipality Prepared By Impofu Engineering Group Version 1.005 October 2022

5.4.3 INSTITUTIONAL ARRANGEMENTS

The Newcastle and Amajuba municipalities are both Water Services Authorities with Amajuba servicing eMadlangeni and Dannhauser, with Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the Water Services Provider.

- Dannhauser Local Municipality (Amajuba District municipality WSA)
- Emadlangeni Local Municipality (Amajuba District municipality WSA)
- Newcastle Local Municipality (Newcastle local Municipality WSA)
- uThukela water (bulk water service provider for the above WSA's)

The Amajuba DM IGR reports on water and sanitation service levels every second month. The data is provided and updated by the WSA's: Amajuba DM and Newcastle LM.

Table: 125:Sanitation Supply Levels

SANITATION SEVICE LEVELS FOR AMAJUBA DISTRICT MUNICIPALITY INCLUDING NEWCASTLE LM WSA					
Sector	Households with access	Percentage of HH with access	Households with no access	% Households with no access	Total HH
Water	134 514	85.3	23 178	14.7	157 692
Sanitation	132 214	83.8	25 478	16.2	157 692

Source: WSA IGR Municipal Infrastructure Forum Report, April 2019

5.4.4 Sanitation Supply Levels

National Water and Sanitation Master Plan (NW&SMP), prepared in 2018 for South Africa, puts an emphasis on the reliability of water services (water and sanitation). The NW&SMP reported that "In the 27 priority district municipalities the water reliability is only 42%, with the worst 10 WSAs below 30% reliability" and that "Approximately 56% of the over 1 150 WWTW and approximately 44% of the 962 WTWs are in poor or critical condition and in need of urgent rehabilitation."

Reliability of services are affected by aging infrastructure, operation and maintenance, reliability of electricity supply, stormwater ingress into sewer systems, vandalism and theft, or extreme weather events. All these then affect sanitation security to consumers and may have negative impacts on the environment.

Table: 126: Sanitation Supply Levels

Local Municipality	Flush toilet connected to a public sewage system	Flush toilet connected to a septic tank or conservancy tank	Chemical toilet	Pit latrine/toilet with ventilation pipe	Pit latrine/toilet without ventilation pipe	Ecological toilet (e.g. urine diversion; enviroloo, etc.)	Bucket toilet (collected by municipality or emptied by HH)	Other or None
Dannhauser	2 111	240	4322	11920	1391		0	245
Emadlangeni	2 182	183	819	2249	827	16	0	348
Newcastle	56 657	2411	4695	6825	14754	335	0	3635
Amajuba DM	**60 950**	**2834**	**9836**	**20994**	**16972**	**351**	**0**	**4228**

The municipalities with the highest level of service, by number of households having access to flush or VIP sanitation services, are Newcastle (70 588HH) and Dannhauser (18 593HH) LMs, representing 60% and 16% of the WSA total number of households, respectively. There is a total of 94 612 households (81%) having a sanitation services level of VIP or better. The Newcastle LM has the highest number of households (17 771HH) not having access to flush or VIP sanitation services. From the Community Survey, there are an estimated 20 317 households (17% of the WSA total) not having access to flush or VIP services.

Table: 127: DWS Reference Framework Water Supply Levels

LM Name	No of Households	Households with RDP or above LoS	%	Households not within RDP or above LoS	%
Dannhauser	19 648	17582	89%	2066	11%
Emadlangeni	6 459	6328	98%	131	2%
Newcastle	92 485	91899	99%	586	1%

Amajuba DM	**118 592**	**115809**	**98%**	**2783**	**2%**

Source: DWS RF geodatabase, 2016

The information is not corresponding to the 2016 Community Survey, with the DWS data reflecting a higher percentage of households having access to sanitation services at or above RDP standards (98%) and only 2% not having access to at or above RDP standards.

About 58% *(Community Survey 2016)* of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 4% in compered to figures from Census 2011. The 206 figures also indicate only 41% of households in the ADM do not have any form of sanitation.

There are, however, wide variations within the district. It could be assumed as at 2019 based on community request and IDP roadshows.

11 % of households in the Emadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)
9 % of households within the Dannhauser municipality are below the basic level of service (backlog).

Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where over 67.7% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted that analyses done within wards, are faced with unhygienic conditions due to pit latrines and are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

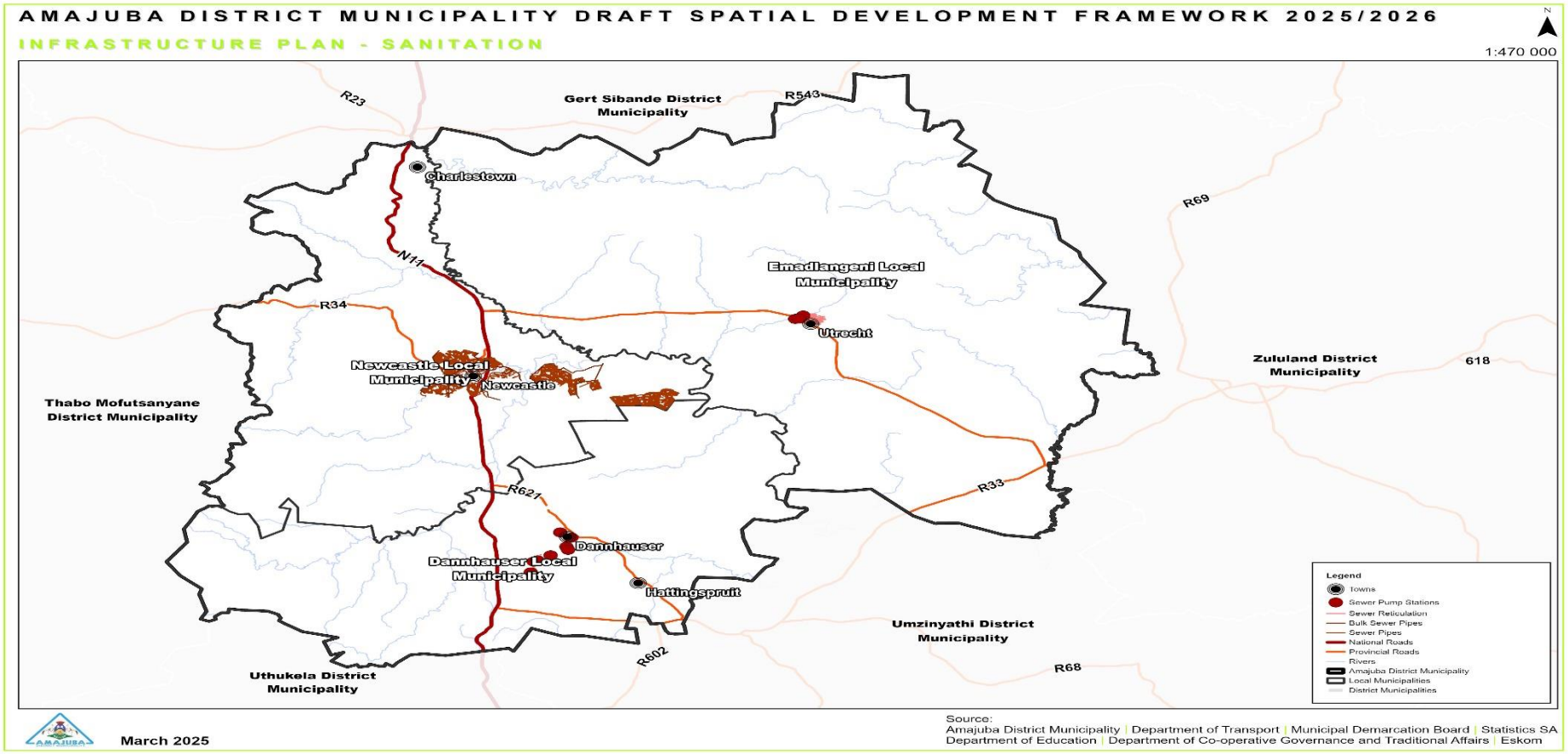
However, with Amajuba DM been the Water service authority for Dannhauser LM and Emadlangeni LM, it must be noted that an Internal backlog monitoring database is also used to measure Infrastructure Service deliver for water and sanitation a on a ward based level. No buckets system currently exists within the Dannhauser and Emadlangeni Local municipalities (ADM WSDP).

The table below depicts data on the access to sanitation by looking at the different types of sanitation facilities available. Over the years is has been evident that more and more communities are having access to waterborne sanitation in the urban areas with a significant decrease in the bucket latrine which have been replaced by Pit latrine in most rural area

Table: 128:Sanitation Services Type

Households by sanitation service type					
Type of access	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Waterborne/ Chemical	2001	52719	2832	4753	60304
	2011	44188	1800	3301	49289
	2016	246250	8279	9558	264087
Pit latrine	2001	23806	2030	14694	40530
	2011	26270	2151	14717	43138
	2016	26270	4146	18434	196990
Bucket latrine / Ecological	2001	460	34	74	568
	2011	688	36	33	757
	2016	6143	319	136	6588
None	2001	2710	2324	1251	6285
	2011	2298	956	620	3874
	2016	7119	1448	186	8753

(Statistics South Africa, 2017)



Map: 47 Infrastructure Plan Sanitation

Source: (Amajuba District Municipality, 2025)

5.4.5 WASTEWATER BULK INFRASTRUCTURE LEVELS

Dannhauser Local municipality WWTP's

The Dannhauser Local Municipality area has two functioning wastewater treatment works; one in the town of Durnacol transferred from the de-commissioned mines and in the town of Dannhauser. The Durnacol wastewater treatment works consists of a Pasveer ditch, clarifier, digester, drying beds, and reed beds all requiring further refurbishment to cope with the new housing projects. The Durnacol Wastewater treatment plant has since been refurbished, the digester that formerly treated sludge is no longer functional, the process is activated sludge plant, with recently refurbished drying beds, The plant was built in the 1970's with a design capacity of 2 Ml/day but is currently handling 0.6 Ml/day which is 32% of its capacity due to the local mine down-scaling its operation. The inflow is not expected to increase in the short term.
The Tweediedale ponds outside Dannhauser treating the domestic waste consists of a Petro system as well as a 28-pond system. The works requires major upgrade & refurbishment as well as additional components to meet the DWS national standards for wastewater quality discharges. The ponds are currently being refurbished to meet compliance standards. The primary pond has been drained, and sludge has been removed. The pond system is also being maintained for effective waste treatment.

The analysis of the waste treatment works indicates that accounting for the planned development in the towns being served that the Durnacol and Dannhauser works will be of sufficient capacity to serve these communities for the next 5 years based on the current 2016 growth analysis in order to achieve the Green drop status .

Emadlangeni Local Municipality WWTP's

The Utrecht ponds consists of a series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The delivery of sewage to the works takes place via the sewer pump stations and delivery of waste from honey sucker/ sewer tankers. Presently the works is no longer receiving the abattoir waste, and it is anticipated that in the longer term that a new wastewater treatment works will be required to handle the development expansion in the area as well as the abattoir waste.

The Emadlangeni Utrecht ponds however will need capacity and treatment enhancement levels to cope with the waste and grey water that can be anticipated. A number of planned housing and Tourism needs are planned in the town of Emadlangeni in the short term and will need to be accommodated with respect to the wastewater treatment at the Emadlangeni ponds. These works will need upgrading in terms of capacity within the next 5 years and it is recommended that the study and design for this be approved to accommodate the New Housing projects for Goodehoop and Emadlangeni Local Municipalities.
Currently there is an ongoing project for the construction of a 2ML wastewater treatment plant to accommodate the Goodehoop Housing Development project.

An economic study was conducted for a period of 30 years to establish the best option to either refurbish the Welgedacht treatment works or decommission the works and transfer the wastewater to the Emadlangeni ponds to treat this effluent. It was found from the study that it would be 2,5 times cheaper over the life of the assets to decommission the Welgedacht treatment works and transfer and treat this waste at the Utrecht ponds.

The decommissioning was complete of the Welgedacht works to transfer pipeline with a pump station to transfer and treat the domestic sewerage at the Utrecht ponds. The primary objective of collection and treatment of wastewater is to ensure that the effluent discharged to the environment does not pose on unacceptable risks to human health and the ecosystem.

Amajuba WSA Wastewater Scheme's Location and Condition

The Durnacol wastewater treatment works was transferred from the Durnacol mines to Local Government during the closure of the mines around the year 2000. The works is situated on the Northwestern outskirts of the Durnacol town near the Durnacol mine dumps. The Durnacol wastewater treatment works is presently only treating domestic wastewater and no industrial waste. This situation is not envisaged to alter in the foreseeable future. The GPS coordinates for the Durnacol works are:

28° 03'45.44" South	30° 00' 40.37" East

The Tweediedale wastewater treatment works Ponds are located off the provincial road between Dannhauser and Alockspruit 1, 5 km outside of Dannhauser. The works is situated on Municipal ground still under the title deed ownership of the Local Municipality. The GPS coordinates for the location of the Tweediedale works for the treatment of wastewater for the town of Dannhauser are:

27° 59' 37.52" South	30° 03' 10.25" East

The Utrecht wastewater treatment works Ponds consists of series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The works is located on the Northwest side of the town at the following GPS location:

27° 40' 14.97" South	30° 17' 05.49" East

.

The Welgedacht wastewater treatment works constructed in 1984 for the treatment of wastewater for the mines housing facilities is located on the higher ground on the outside of the town of Utrecht at the following GPS coordinates:

27° 38' 55.68" South	30° 18' 01.26" East



Map: 48 Wastewater Location

Source: (Amajuba District Municipality, 2023)

The Welgedacht WWTW, has since been out of service but not fully decommissioned and waste from the residential area gravitates to the pump station then to Utrecht ponds.

5.2.2 WWTP UPGRADE AND PROPOSED REFURBISHMENTS

Durnacol Wastewater Treatment Works

Durnacol is a mine village located approximately 35km south of Newcastle. The Durnacol WWTP utilises an activated sludge (Pasveer ditch) process. Formerly, sludge was treated in a digester, this is currently decommissioned. The plant was built in the 1970's with a design capacity of 2 Mℓ/day but is currently handling 0.6 ML/day which is 32% of its capacity due to the local mine downscaling its operation. The inflow is not expected to increase in the short term. Raw sewage enters the plant through a front rake mechanical screening and flows through the de-gritting channel before getting to the Pasveer ditch.

The aeration system for this tank is the bubble aerators which have been installed in the past 8 years (according to the literature). The Pasveer Ditch discharges into an 11m diameter Secondary Settling Tank (SST). The underflow is supposed to be pumped back to the ditch, but the return activated sludge (RAS) pumps needs to be upgraded. The SST overflow goes to the reeds bed prior to being discharged from the plant. The reeds beds are not lined which already minimise the green drop score.



Map: 49 Durnacol Wastewater Treatment Works

Source: (Amajuba District Municipality, 2023)

Currently no industries or abattoirs are operating in the town which means the raw wastewater consists mainly of domestic households. Future growth within the catchment area of this plant which

includes the establishment of the 1000 low-income houses, regional skills training centre will result in further houses being occupied in the town hence the increase in the raw wastewater reaching the plant.

Durnacol Wastewater Treatment Works Refurbishment

It is anticipated that with the plant refurbishment phase 2, water services will not only serve the existing households, but the refurbishment will also enhance the growth factor as there is currently an additional 2500 new low-cost housing planned within the Dannhauser area. However over and above the WSIG funds made available for the refurbishment. An additional upgrade is required to support the aged infrastructure and collapsed pipeline infrastructure.

During the assessment, the following elements of the plant required refurbishment:
Removal of sludge and replant reeds from reed beds
Installation of a scour valve in a chlorine contact tank
Laying of final effluent pipeline

Further to the refurbishment requirements highlighted above, the following upgrade requirements were identified.
Construction of cottages to house shift workers and process controllers. It should be indicated that there are existing facilities for on-site accommodation, however these are in a state of complete disrepair and prone to flooding, hence new units are to be built on higher ground to avoid any future possibility of flooding.

Installation of a scour valve in a chlorine contact tank (Phase 2)
Laying of final effluent pipeline (Phase 2)
Sludge handling and disposal management plan and facility (Phase 2)
Removal of sludge and replant reeds from reed beds (Phase 2, Reed bed, sewer outfall and storm water control are still required

Tweediedale Wastewater Treatment Works

The Tweediedale Sewage ponds are located off the provincial road between Dannhauser and Alcockspruit, approximately 1.5km outside of Dannhauser Town. The plant treats domestic waste as well as the Dannhauser hospital waste. The plant has a design capacity of 2Mℓ/d however recorded peak flows are as high as 3.7Mℓ/d. Following the commissioning of the new hospital in June 2015, the flows appear to have increased. The current operational flow is 1.8Mℓ/d with expected increases during summer seasons.

The map below provides the aerial view of the Tweediedale Wastewater Treatment Plant.



Map: 50 Tweediedale Wastewater Treatment Works
Source: (Amajuba District Municipality, 2023)

Tweediedale Wastewater Treatment Works Refurbishment Requirements

Installation of Chlorine dosing pump at Chlorine Contact Tank
Cleaning and de-sludging of Primary Pond and installation of temporary works on the pond
Cleaning of Chlorine Contact Tank.
Replace delivery pipe to contact channel including 2 x Manhole
Cleaning of the secondary ponds, removal of grass, reeds, and sludge from the ponds
Infrastructure repair of the recycling pump station, the mechanical pipe works.
Installations of the irrigation system at the discharging(upgrade)
Procure replacement recycling pumps.
Cleaning of the secondary ponds, removal of grass, reeds, and sludge from the ponds
Repair of delivery line to contact tank
Construct workers washrooms and restrooms in all plants
An estimated R 12 million is required to upgrade Tweediedale Wastewater Treatment Works Refurbishment.

Utrecht wastewater treatment works

The Utrecht wastewater treatment works Ponds consists of a series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The delivery of sewage to the works takes place via the sewer pump stations and delivery of waste from honey sucker tankers. The entrance pond is filled with sludge which also contains a large volume of abattoir waste. Presently the works is no longer receiving the abattoir waste and it is anticipated that in the longer term that a new wastewater treatment works will be required to handle the development expansion in the area as

well as the abattoir waste. Plans to design and construct such a works should be started with immediate effect to be able to be commissioned within five years. The first step to re-habilitate the existing works for the interim period is to:

Isolate the receiving pond with all the sludge and allow this to dry out over time.
An additional pond is to be constructed on the west side of this sludge pond to accommodate the incoming wastewater.

The five remaining ponds require the following refurbishment:
Overflows require attention in terms of levels and sizes.
The non-functional pond needs to be placed back into operation

The reed beds situated north of the ponds are not adequate and do not function as per their design. The following refurbishment is required:

Construction of two additional reed beds on the west side of the existing reed beds need to a depth of 1,2 meters
The existing three reed beds need to be rehabilitated once the flow is directed through the two newly constructed reed beds
The earth walls to the reed beds require to be repaired, the overflow weirs reconstructed, and the correct type of reeds planted.
A pipe requires to be constructed to convey outflow water from the reed beds to the existing pump station some 600m away.
A Process Controllers office, store, and ablution facilities for Process Controllers at the pump station should be constructed as ESKOM power is available at this point.

Upgrade the Utrecht wastewater treatment works into an activated sludge (Pasveer ditch) in order realign the Upgrade of sewer infrastructure for all future housing projects and current houses that are been served by a septic tank system.
Estimated costs: R 62 million required to achieve the Green drop status and serve the Emadlangeni Goedehoop and current households.

5.4.6 KEY FINDINGS ON SANITATION SUPPLY

There are, however, wide variations within the district. It could be assumed as at 2022/23 based on community request and IDP roadshows, Population and Households, for 2011 /2016

Table: 129: Population and Households for 2011/2026

LM Name	No of Population	No of Household	Sanitation backlogs estimated	Sanitation backlogs estimated %
Dannhauser LM	102085	20417	1429	7%
Emadlangeni LM	34443	6247	687	11%
Total	**44608**	**26664**	**2116**	**7.9%**

11 % of households in the eMadlangeni municipality do not have access to any form of toilet ie: pit with no ventilation, other (home built or none)

7 % of households within the Dannhauser municipality are below the basic level of service (backlog).

Emadlangeni Local Municipality

It must be noted that over 4900 households were served with VIP sanitation within the Emadlangeni Local municipality since the past 5 yrs.

It could be estimated that a further 687 to 750 385 household based on the stats SA 2011/2016 2022 and DWS refence still require basic sanitations services.

Therefore, an estimated **R 6.2** mill is required to eradicate backlogs

It could be further estimated that **R 39** mill is required to convert from VIP to septic in certain wards were the water table is very high thus effecting boreholes and spring water within the Emadlangeni LM.

Dannhauser LM Local Municipality

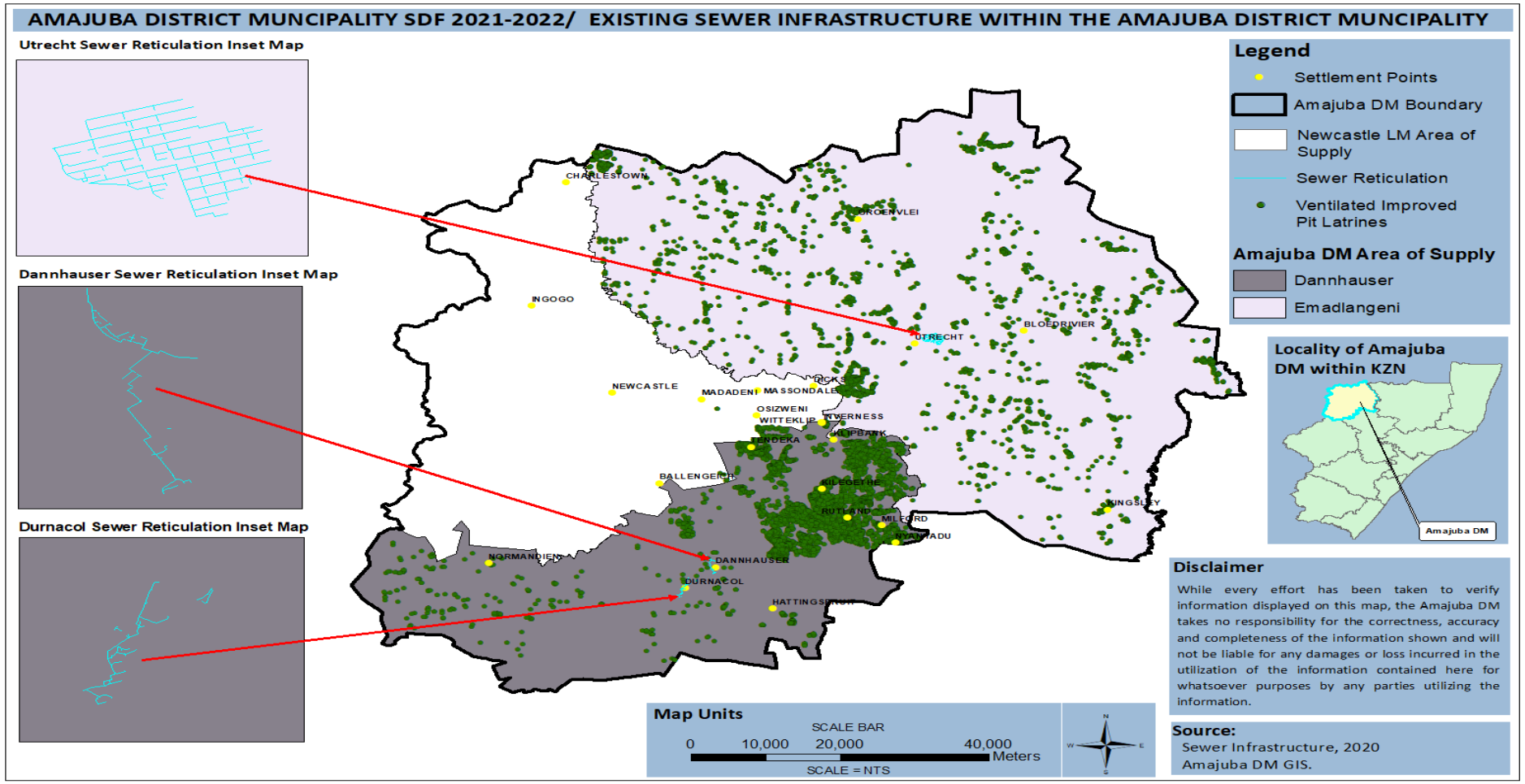
It must be noted that over 19160 households were served with VIP sanitation within the Dannhauser Local municipality over the past 6 yrs.

It could be estimated that a further 1200 to 1429 799 household based on the stats SA 2016 2022 and DWS refence still require basic sanitations services.

Therefore, an estimated **R 10. mill** is required to eradicate backlogs

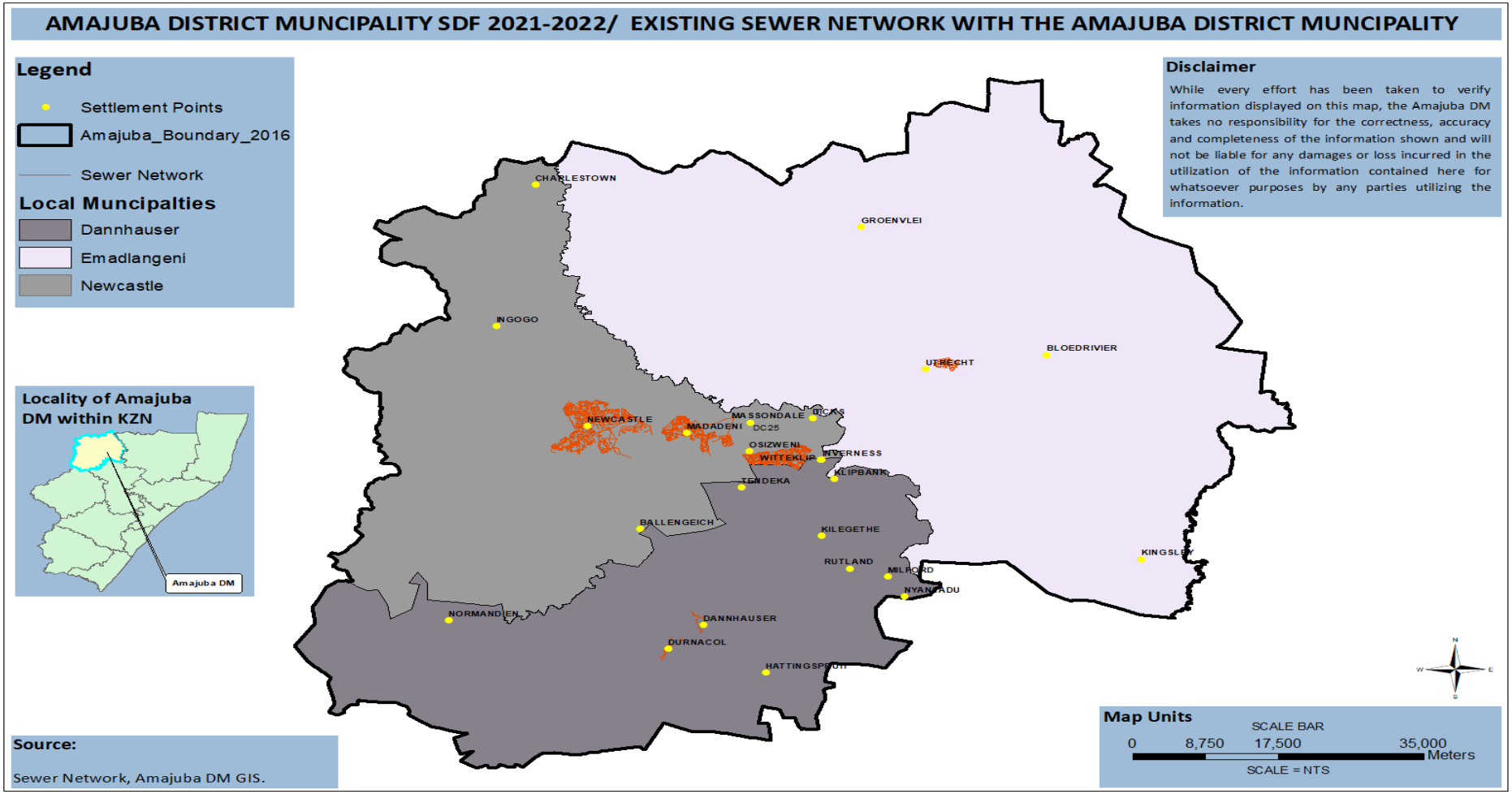
It could be further estimated that **R278** mill is required to convert from VIP to septic/waterborne in certain wards were housing projects and upgrade in required

The above will require a house count due to the wide variations between 2011/2016 stats Sa and DWS ref. To achieve the green drop status and NDP, an upgrade is required before 2030.



Map: 51 Existing Sewer Infrastructure Within the ADM Map

Source: GIS/DTES (Amajuba District Municipality, 2023)



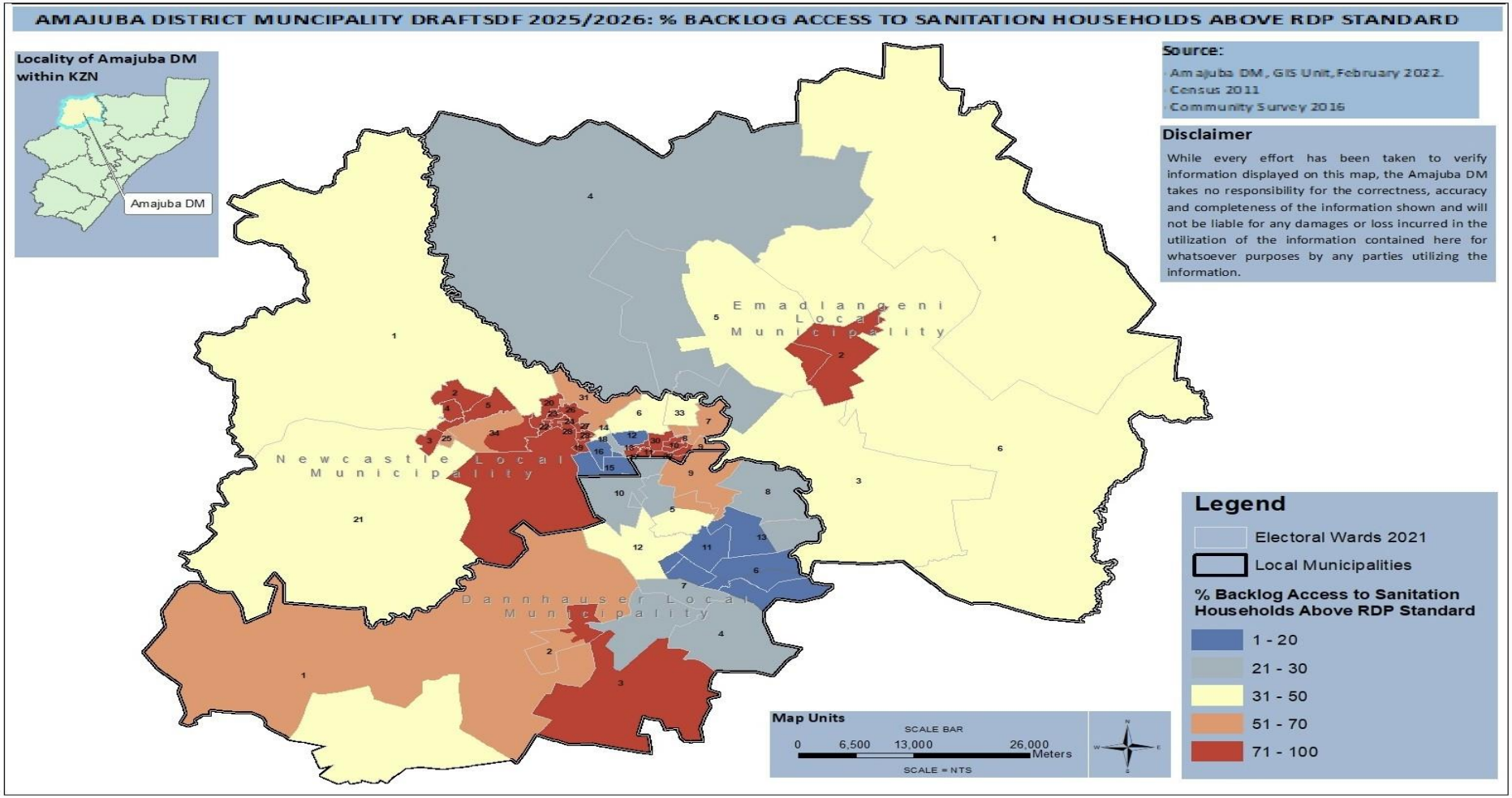
Map: 52 Existing Sewer Network With the ADM Map

Source: GIS/DTES (Amajuba District Municipality, 2023)

Generally, Dannhauser Municipality is poorly provided with sanitation facilities, as approximately 6.6% of its households do not have access to sanitation facilities. Rural settlements (66% of households) use pit latrines for sanitation purposes while most commercial farms have on-site septic tanks. Sewer system is concentrated mainly in town, but the infrastructure in this regard is old and requires upgrading and maintenance. The municipality plans, maintains and services its infrastructure through the operation and maintenance plan and the WSDP. The table below is a list of projects to be implemented in Emadlangeni and Dannhauser LMs:

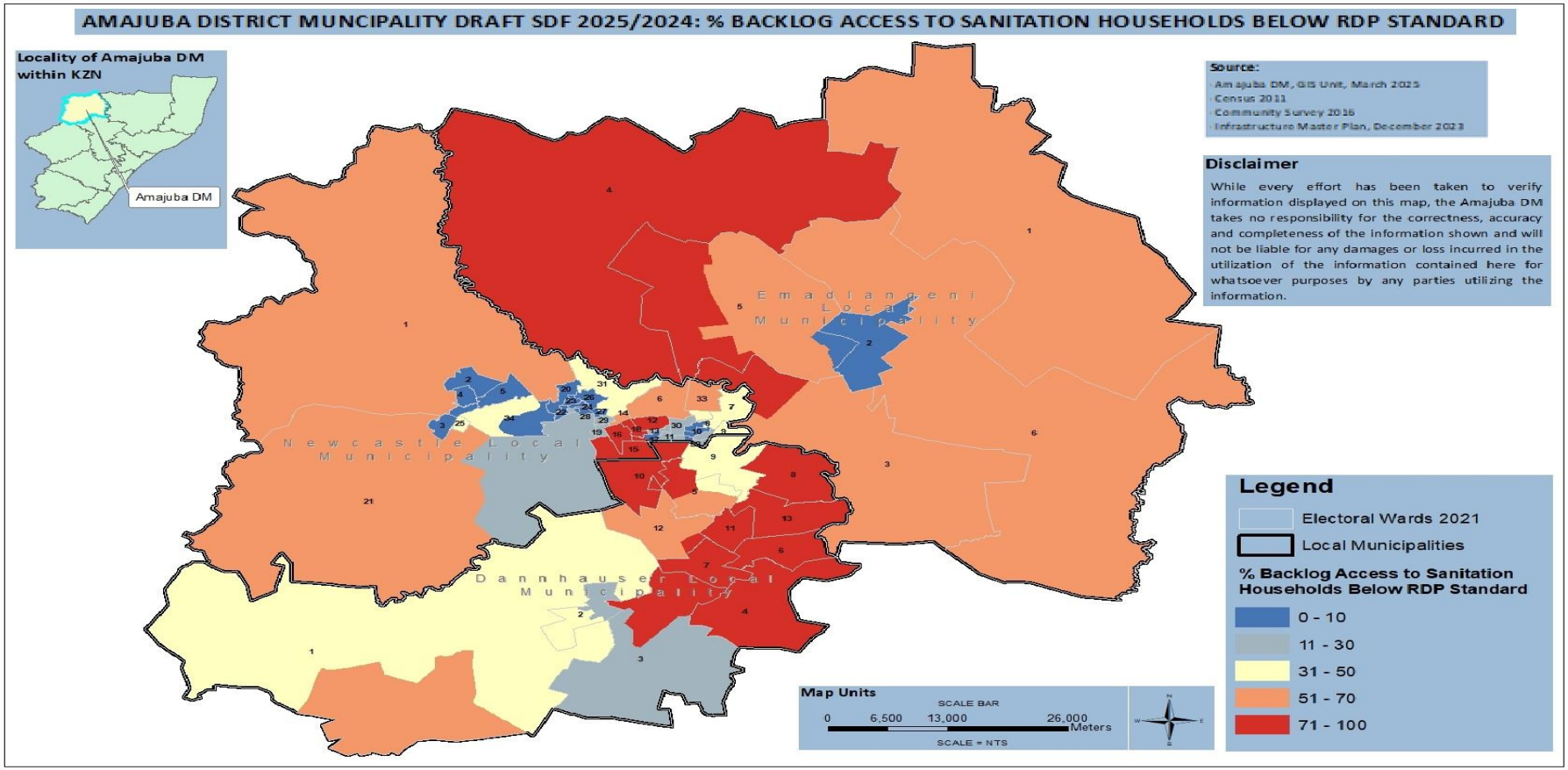
Table: 130: Water Treatment Plants

Project Name	Project Description	Local Municipality	Allocated Budget	Duration of Project/ Programme	Financial Year to be implemented	No of Jobs to be created
Utrecht Water treatment Plant	Utrecht Water treatment Plant upgrading including related works and pump stations	Emadlangeni Local municipality	100 000 000,00	3 years	2022	50
Groenvlei Bulk Water and Sanitation Services	Construction of Groenvlei Bulk water and sanitation for 1500 HH	Emadlangeni Local municipality	90 000 000,00	3 years	2026/27 FY	40
Zaai Hoek Water treatment plant	Construction of New Water treatment Plant at Zaai Hoek dam	Emadlangeni Local municipality	190 000 000,00	3 years	2025/26 FY	60



Map: 53 % Backlog Access to Sanitation Households Above RDP Standard

Source: (Amajuba District Municipality, 2025)



Map: 54 % Backlog Access to Sanitation Households Below RDP Standard

Source: GIS/DTES (Amajuba District Municipality, p. 2025)

5.5 WASTE MANAGEMENT

The ADM is not liable for waste management within the local municipalities, all local municipalities are liable for the collection of all solid waste and there after the correct disposal of such waste in licenced areas. From the table below it is evident that the municipalities have been improving in terms of collection refuse per household irrespective of the increase in households per municipality.

The refuse disposal is the Local municipality responsibility. In exercising the responsibility, municipalities established appropriate institutional arrangements that will deliver effective and efficient waste management services. There are ways of collecting waste by recycling paper, glass and plastic. Many people have engaged in this strategy to make money and keep the environment clean. Local municipalities have the powers and functions of collecting refuse and of the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities within their area that are exclusively used for refuse collected within their local municipal area.
The district municipality in future and with availability of adequate resources will provide support to local municipalities in the development of the Integrated Waste Management Plan and also plan for local municipalities to have trainings and be better equipped with the use of the IWMP web portal. Once that level of functionality is reached, the district will then be able to fully support local municipalities' initiatives of developing their own IWMP's and the district will monitor the implementation and the progress, updates and reviewal of the plan.

	Amajuba	Newcastle	Emadlangeni	Dannhauser
Removed by local authority/private company/community members	197560	193340	3859	361
Removed by local authority/private company/community members	670	-	460	211
Communal refuse dump	3780	2556	-	1224
Communal container or central collection point	3999	-	50	3949
Own refuse dump	155756	73406	19269	63080
No rubbish disposal	530	-	530	-
Other	229	229	-	-

Statistics SA – Community Survey (30-06-2016)

According to the latest available information there are currently only two licensed landfill sites within the Amajuba DM. The landfill sites within the DM are listed below with their current state. The distances in kilometres from each town to the various landfill sites are indicated in the table below.

Table: 131: Landfill sites

Landfill Sites				
Town	**Newcastle**	**Utrecht**	**Waterval Prison**	**Dannhauser**
Newcastle west	10	49	44.5	33
Madadeni	5	34	29.5	48
Osizweni	17	22	17.5	50
Utrecht	38	1	15.5	48
Waterval Prison	34	16	0.5	33
Dannhauser	42	48	32.5	1
Durnacol	46	57	41.5	8
Emafusini	43	49	33.5	2
Hattingspruit	52	58	42.5	11

Newcastle West - The Newcastle landfill is operating relatively well but would nonetheless require improvements and upgrading. The identifying of a new landfill is in progress by the municipality since the existing landfill has a limited remaining life span.
Newcastle East and Rural - The collection equipment is currently adequate.
Utrecht - The equipment would have to be upgraded to improve operation.
Waterval Prison - Waterval Prison landfill site requires a permit whether for closure or continued operation in terms of the relevant legislation.
Dannhauser - Dannhauser Landfill also requires a permit whether for closure.

Table: 132: Disposal Site Management

Source	Quality	Management Status
Newcastle waste disposal site	Fair	The site is permitted and well managed. The current disposal site has reached full capacity, the NLM is currently in a process of identifying a new site.
Charlestown waste site	Poor	The site is not permitted
Dannhauser waste disposal site	Poor	The site is not permitted and poorly managed
Waterval Waste disposal site	Poor	The site is not permitted and poorly managed

Challenges in terms of solid waste:

KEY CHALLENGES	PROPOSED INTERVENTIONS
• Waste refuse removal minimal • Solid waste disposal sites are limited	• Implementation of a litter control programme for all municipalities. • Possible Recycle strategies to be implemented. • Development of partnerships with community-based Organisations & Non-Government Organisations involved in environmental programmes. • Identify additional, suitable waste sites for all the local municipalities.

5.5.1 Municipal Health Services

Municipal Health Services involve the assessment, correction, control, and prevention of environmental factors that may adversely affect human health. Key activities include investigating disease outbreaks and monitoring environmental conditions that impact health. Health promotion is an integral part of MHS, playing a crucial role in preventing diseases by fostering improvements in environmental management.

Section 32 of the National Health Act, 2003 (Act No. 61 of 2003), as amended, defines Municipal Health Services through nine key components:

5.5.2 Water Quality Monitoring

This function is concerned with:

- Ensuring provision of hygienically safe and adequate supply of potable water.
- Respond to complaints on contaminants/impurities;
- Bacteriological & chemical water sampling; mapping of water sources and conducting health and hygiene education campaigns.

5.5.3 Food Control

Food Control is as a mandatory regulatory activity of enforcement to provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome for human consumption; conform to quality and safety requirements and are honestly and accurately labelled as prescribed by law. It briefly involves the following:

- Carry out routine inspections of food handling establishments (premises).
- Enforcement of the food related provisions of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 Act No: 54 of 1972) as amended and Regulations.
- Tuck shop Inspections for Registration

5.5.4 Waste Management

This function involves monitoring waste management systems, including the handling, storage, transportation, and disposal of industrial and domestic solid waste. It covers health care risk waste, hazardous waste, and effluents. Key responsibilities include:

- Ensuring the proper handling, storage, collection, treatment, and disposal of health care and hazardous waste.

- Ensuring that waste is stored, collected, removed, and disposed of effectively and efficiently, with the provision of appropriate facilities and containers

5.5.5 Health Surveillance of Premises

This function involves the identification and monitoring of health risks, nuisances, and hazards, and the implementation of remedial and preventative measures across various premises. Routine health inspections are conducted at the following types of facilities:

- Childcare services (crèches, nurseries, day care centers, after-school care, child minders, pre-schools)

- Old age homes
- Orphanages
- Homes for the destitute
- Government institutions (schools, health facilities, prisons, police stations, etc.)
- Hotels, motels, and boarding houses
- Other relevant premises

These inspections aim to safeguard public health by ensuring compliance with health standards and promptly addressing any identified hazards

5.5.6 Environmental Pollution Control

This function focuses on the prevention of water, air, soil, and noise pollution, as well as the control of radiation hazards. It involves:

- Identification and monitoring of premises to ensure that no health nuisances, risks, or hazards occur.
- Instituting corrective measures promptly whenever such nuisances, risks, or hazards are detected.

5.5.7 Surveillance and Prevention of Communicable Diseases

This is concerned with the surveillance of communicable diseases, conducting investigations aimed at prevention of disease outbreaks in communities. It involves among other things the following:

- Health and hygiene promotion in prevention of communicable diseases
- Case investigations and reporting
- Collaboration with other stakeholders and Departments during outbreaks

Control measures in place:

- Collection of samples for investigation upon receipt of reports from DOH to prevent further outbreak of diseases (i.e. water and food)
- Health education was conducted, and reports forwarded to the DOH.

5.5.8 Vector Control

This component involves routine surveillance, identification and eradication of vector breeding areas. Examples of vectors are, rodents, insects, pests, etc. This involves:

- Identification of vectors, their habitats and breeding places and instituting remedial and preventative measures.
- Applications/instituting of eradication/control measures such as spraying of premises, baiting, fumigation, application of pesticides and placing of traps at properties/premises.

These actions help reduce the risk of vector-borne diseases and protect community health.

5.5.9 Disposal of the Dead

This component is concerned with the control and inspection of funeral undertakers, embalmers, crematoria, and mortuaries. It also includes regulation and control of graves, cemeteries, crematoria, and management of exhumations. Among other things it also concerned with:

Control, restrict or prohibit:

- The business of a funeral undertaker or embalmer.
- Mortuaries and other places or facilities for the storage of dead bodies.
- Treatment, removal or transport of dead bodies.

This ensures that all related services operate within the legal and health standards to maintain public health, dignity, and respect for the deceased.

5.5.10 Chemical Safety

This component relates to matters of safe handling, use and disposal of chemicals. Also, the identification and control of premises dealing with manufacturing, transport and storage of chemicals. It involves:

- Identification and controlling of premises/operators dealing with the application, manufacturing, transport, storage or selling of chemicals.

Control measures in place

- Investigations upon receipt of cases from Department of Health (i.e., interviews)
- Health education was conducted, and reports forwarded to the DOH.

5.5.11 Achievements and Targets

Target for 2025/2030 (Water Samples)
Target for the five year period is four hundred (400)

Table: 133 Water Sample

Annual Targets				
2025/26	2026/27	2027/28	2028/29	2029/2030
80 R35 000	80 R40 000	80 R45 000	80 R50 000	80 R55 000

Annual targets depend on the number of Environmental Health Practitioners in the employ of the municipality.

5.5.12 Achievements and Targets

WATER QUALITY MONITORING

Target for 2025/2030 (Water Samples)
Target for the five year period is four hundred (400)

Table: 134 Water Quality Monitoring

Annual Targets				
2025/26	2026/27	2027/28	2028/29	2029/2030
80 R35 000	80 R40 000	80 R45 000	80 R50 000	80 R55 000

The achievement of annual targets is directly dependent on the number of Environmental Health Practitioners (EHPs) employed by the municipality. Adequate staffing levels are essential to ensure the effective delivery of environmental health services and the successful attainment of set goals.

Food Control

hundred (Target for 2025/2030 (Food Samples)
The target for the 5 year period is two 200)

Table: 135 Food Control

Annual Targets			
2025/26	2026/27	2027/28	2028/2029
40	40	40	40

The achievement of annual targets is directly dependent on the number of Environmental Health Practitioners (EHPs) employed by the municipality. Adequate staffing levels are essential to ensure the effective delivery of environmental health services and the successful attainment of set goals.

Target for 2025/2030 (Inspection of Food Premises)
The target for the 5 year period is four hundred and eighty (480)

Table: 136 Inspection of Food Premises

Annual Targets				
2025/26	2026/27	2027/28	2028/29	2029/2030
96	96	96	96	96

The achievement of annual targets is directly dependent on the number of Environmental Health Practitioners (EHPs) employed by the municipality. Adequate staffing levels are essential to ensure the effective delivery of environmental health services and the successful attainment of set goals.

Joint Health Inspection Operations

Joint health inspections will be conducted across business premises within the district to monitor compliance with various relevant regulations. These operations involve collaboration among multiple stakeholders, including:

- South African Police Service (SAPS)
- Department of Home Affairs

- Department of Labour
- Local Economic Development (LED)
- Local Municipalities
- Licensing Authorities
- Liquor Authority

KwaZulu-Natal Economic Development, Tourism and Environmental Affairs (KZN EDTEA)

This coordinated approach ensures comprehensive enforcement and promotes compliance across multiple regulatory areas.

Health Surveillance of Premises

Target for 2025/2030 The target for the 5 year period is four hundred and eighty (480)

Table: 137 Health Surveillance Premises

Annual Targets				
2025/26	2026/27	2027/28	2028/29	2029/2030
96	96	96	96	96

The achievement of annual targets is directly dependent on the number of Environmental Health Practitioners (EHPs) employed by the municipality. Adequate staffing levels are essential to ensure the effective delivery of environmental health services and the successful attainment of set goals.

Health and Hygiene Education

Target for 2025/2030 The target for the 5 year period is twenty (20)

Table: 138 Health and Hygiene Education

Annual Targets				
2025/26	2026/27	2027/28	2028/29	2029/2030
4 R30 000	4 R25 000	4 R30 000	4 R35 000	4 R40 000

The achievement of annual targets is directly dependent on the number of Environmental Health Practitioners (EHPs) employed by the municipality. Adequate staffing levels are essential to ensure the effective delivery of environmental health services and the successful attainment of set goals.

EXHUMATION OF HUMAN GRAVES

Municipal Health Services (MHS) will oversee and monitor the exhumation of human graves within the district in accordance with the Regulations Relating to the Management of Human Remains (Government Notice No. R363, dated 22 May 2013). This monitoring ensures that all exhumations are

conducted in a safe, dignified, and legally compliant manner, safeguarding public health and respecting cultural and ethical considerations.

Municipal Health Services By – Laws

In May 2024, the draft Municipal Health Services (MHS) By-laws were presented to and adopted by the Municipal Council. These by-laws are currently pending gazettal. However, the process is delayed due to budgetary constraints, which pose a significant challenge to their formal promulgation and implementation.

In the interim, Municipal Health Services continue to rely on the following legislative and regulatory frameworks for enforcement and service delivery:

- **National Health Act, 2003 (Act No. 61 of 2003), as amended**
  Provides the overarching legal framework for the provision of health services in South Africa, including environmental health.
- **Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No. 54 of 1972)**
  Regulates the sale, manufacture, and importation of foodstuffs and related products to ensure public safety.
- **Regulations Relating to the Labelling and Advertising of Foodstuffs (R3287), dated 14 April 2023**
  Ensures accurate and clear labelling of food products to protect consumer rights and prevent misleading claims.
- **National Norms and Standards Relating to Environmental Health Services (Government Gazette No. 36849), dated 20 September 2013**
  Establishes the minimum requirements for the provision of environmental health services by municipalities.
- **Regulations Relating to the Management of Human Remains (R363), dated 22 May 2013**
  Provides guidelines for the safe and dignified handling, storage, and disposal of human remains.

The gazettal and enforcement of the newly adopted MHS by-laws remain a priority to strengthen local governance, enhance compliance, and improve service delivery across the district.

INTEGRATED FOOD SAFETY COMPLIANCE OPERATIONS

Integrated Food Safety Compliance Operations were carried out in collaboration with various stakeholders, including the South African Police Service (SAPS), targeting tuck shops across the district. The purpose of these operations was to monitor compliance with food safety regulations and reduce the risk of foodborne illnesses by ensuring safe food handling, storage, and labelling practices. The following operations were conducted during the year 2024/2025:

- 16th July 2024: Osizweni (Shisanyamas & Butcheries): 7
- 23rd July 2024: Madadeni: 5 Number of premises inspected: 5
- 28th October 2024: Newcastle 1 shop inspected
- 30th October 2024: Madadeni 8 premises inspected
- 4th November 2024: Osizweni 6 premises inspected
- 11th November 2024: Madadeni: 8 premises inspected
- 18th November 2024: Dannhauser: 12 premises inspected
- 21st November 2024: Osizweni: 4 premises inspected
- 26th November 2024: Emadlangeni LM (7 Premises inspected)

- 2nd December 2024: Osizweni (7 Premises inspected)
- 4th December 2024: Ingogo & Charlestown (6 Premises inspected)
- 5th February 2025: Osizweni (14 premises inspected)
- 11th February 2025: Osizweni (15 premises inspected)
- 11th March 2025: Utrecht (11 food premises inspected)
- 14th April 2025: Madadeni (4 premises inspected)

During joint food safety operations, foodstuffs that are unlabelled, expired, or improperly labelled are identified, condemned, and safely disposed of at an approved refuse disposal site. These actions are taken to protect public health and ensure compliance with food safety regulations.

BUDGET ALLOCATION FOR MHS

Allocated Budget: **R35,000**
Purpose:

- Conduct quarterly collection and **bacteriological analysis** of water samples.
- Ensure **compliance with health standards** for potable water.
- Monitor and maintain the **safety and quality** of drinking water for human consumption.

Health and Hygiene Education

Allocated Budget: **R30,000**
Purpose:

- Procure and distribute hygiene-related materials:
  - Water buckets
  - Jik (bleach)
  - Toilet rolls
- Target beneficiaries: **Communities, schools, and crèches**.
- Conduct **quarterly education sessions**:
  - Promote proper **sanitation practices**.
  - Raise awareness about **waterborne diseases** and **personal hygiene**.

5.5.13 Challenges and Possible Interventions

• According to the Environmental Health Norms and Standards published in Government Gazette No. 39561 on 24 December 2015 by the Department of Health, one Environmental Health Practitioner (EHP) is required for every 10,000 people. The Amajuba District, with an estimated population of approximately 500,000, should therefore have at least 50 EHPs to meet this standard. Currently, there are only 5 EHPs serving the entire district, highlighting a significant shortfall that impacts the effective delivery of essential environmental health services.

• The limited budget allocated to Environmental Health Services significantly hampers the ability to deliver services in accordance with the Environmental Health Norms and Standards. This underfunding compromises the effectiveness of critical interventions and exposes communities to the risk of communicable disease outbreaks, including food poisoning, listeriosis, rabies, cholera, typhoid, and dysentery. Adequate funding is essential to ensure the delivery of proactive and responsive health protection services.

It is recommended that the equitable share allocated by National Treasury to this municipality be ring - fenced so that it will solely used for MHS until Environmental Health Norms and Standards are achieved.

5.5.14 Municipality Health Safety SWOT Analysis

Table: 139: MHS SWOT Analysis

Strength	Weakness
• **Compliance with Legislation:** Operations are guided by relevant health and environmental legislation, ensuring that all activities align with national standards and legal requirements. • **Qualified Environmental Health Practitioners (EHPs):** The service is delivered by professionally trained and qualified EHPs, ensuring the application of technical expertise and adherence to best practices in environmental health.	• **Shortage of Environmental Health Practitioners (EHPs):** The current shortage of EHPs in the district significantly hampers the effective delivery of services in accordance with the Environmental Health Norms and Standards. This affects the capacity to respond to public health risks and ensure adequate environmental health coverage. • **Absence of Municipal Health Services By-laws:** The lack of gazetted MHS by-laws in the district limits the legal authority of EHPs to enforce compliance and prevent health nuisances. This regulatory gap undermines the ability to hold non-compliant entities accountable. • **Lack of a Defined Organogram for MHS:** The absence of a dedicated and properly structured organogram for Municipal Health Services impacts operational efficiency and staff development. This limitation affects EHPs' career progression and the overall professionalization of the service.
Opportunities	**Threats**
• **Section 78 Assessment:** The upcoming Section 78 Assessment to be conducted by the municipality presents a critical opportunity to address existing challenges within Municipal Health Services. It provides a platform for strategic planning, resource alignment, and the development of sustainable solutions to enhance service delivery.	• **Increased Risk of Disease Outbreaks:** Failure to effectively render Municipal Health Services poses a significant threat to public health, increasing the likelihood of communicable disease outbreaks within communities. • • **Legal and Financial Liability:** Inadequate or inappropriate service delivery

• **Stakeholder Support:** Key stakeholders, including SALGA, as well as the National and Provincial Departments of Health, are readily available to provide technical support, guidance, and collaboration. Their involvement is instrumental in strengthening the capacity and effectiveness of Municipal Health Services.	may lead to public dissatisfaction and potential litigation against the municipality, resulting in reputational damage and financial implications.

Food Safety Operation Summary/Integrated Food Safety Compliance Operations/Joint Health Inspections

To address the issue of food poisoning that have affected mostly children, food safety operations have been activated in the district together with other stakeholders to visit tuck shops/spaza shops and other food premises to ensure that they comply with all relevant regulations. The stakeholders are as follows:

- SAPS
- Department of Home Affairs
- Department of Economic Development
- Local Municipalities (Traffic Officials, Licensing, Planning Department)
- District Municipality (Disaster Management, Economic Development)

Operations are conducted on quarterly basis in all Local Municipalities. They are also conducted randomly as need arises.

Shortage of Environmental Health Practitioners (EHPs)

According to the Environmental Health Norms and Standards published by the Department of Health in Government Gazette No. 39561 on 24 December 2015, one Environmental Health Practitioner (EHP) is required to service every 10,000 people. Amajuba District, with an estimated population of approximately 600,000, should therefore have at least 60 EHPs to meet the standard. Currently, there are only 6 EHPs serving the entire district, highlighting a significant shortfall that impacts the effective delivery of essential environmental health services.

Insufficient Budget Allocation

Insufficient budget allocation leads to shortage of EHPs in the district as mentioned above.

Recommendation: Ring Fencing of MHS Equitable Share for MHS

It is recommended that the equitable share for MHS be ring fenced to ensure that it is specifically used for this service to address challenges of staff shortage.

Monitoring of Grave Exhumations.

Exhumation of human graves is mandatory when there is going to be a new development in the community such as the construction of new road, bridge, a new mine, a dam, etc. It is required that

the developer issue a notice to the community and other stakeholders to notify them of the development and request them to come forward if there are graves of their relatives in that area. Authority must also be obtained from Provincial COGTA office. Human graves are then exhumed in terms of Regulations Related to Management of Human Remains Government Notice R363 of 22 May 2013. During this process, relevant stakeholders must be present:

- SAPS
- Registered Funeral Undertaker
- Local Municipality (Parks)
- District Municipality (EHPs)

Exhumation of Human Graves took place in November 2024 by Ikhwezi Mine at Mbabane, Dannhauser.

Chemical Safety

Chemical safety involves investigation of cases of chemical poisoning such as ingestion of paraffin, rattex, tablets, spirits, etc. These cases are reported by the Department of Health. These cases usually affect children under 12 years old. This office conducts investigations to prevent these incidents and conduct health education. No cases were reported during period.

Municipal Health Services Components

- Water Quality Monitoring
- Food Control
- Waste Management
- Health Surveillance of Premises
- Environmental Pollution Control
- Disposal of the Dead
- Vector Control
- Waste Management
- Surveillance and Prevention of Communicable Diseases

All these components have been clarified above.

Integrated Food Safety Compliance Operations

Integrated Food Safety Compliance Operations were conducted with various stakeholders including SAPS in tuck shops across the district to monitor compliance with food safety regulations in order to prevent occurrence foodborne illnesses.

The following operations were conducted during the year 2024/2025:

- 16th July 2024: Osizweni (Shisanyamas & Butcheries): 7
- 23rd July 2024: Madadeni: 5 Number of premises inspected: 5
- 28th October 2024: Newcastle 1 shop inspected

- 30th October 2024: Madadeni 8 premises inspected
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- 4th December 2024: Ingogo & Charlestown (6 Premises inspected)
- 5th February 2025: Osizweni (14 premises inspected)
- 11th February 2025: Osizweni (15 premises inspected)

5.6 TRANSPORTION INFRASTRUCTURE

Roads have the potential to not only bridge the geographical divide but to also provide communities with access to better social and economic opportunities. It is therefore important in this regard that roads are assessed in the context of their spatial network, road classification and road surface condition. The overview below affords an opportunity to the responsible authorities to plan accordingly in response to the desired spatial outcomes of the Amajuba DM. There are three types of road classes that have been focused on for this report as they have implications on the desired spatial outcomes for the Amajuba DM.

National Roads **-** These roads denoted with the prefix 'N' e.g. N11 and are primarily the responsibility of DOT and are maintained through the South African Roads Agency.
Provincial Main Roads **-** These are higher order provincial roads all with the prefix 'P' e.g. P296. There is a further breakdown of this class into types of main roads, each type meeting certain requirements pertaining to traffic volumes, freight requirements etc and hence not all main roads are surfaced roads.
Provincial District Roads **-** All these roads are the responsibility of the KZNDOT and the majority of which are not surfaced. Again, there is a further breakdown into types of district roads, each allocated different design and maintenance specifications. These roads normal have a prefix 'D' e.g., D5241.

Challenges faced by the Amajuba Region Department of Transport:
Vacant positions especially driver operators and road worker aids
Delays encountered with public works in terms of maintenance of buildings and camps.
Qualified audits due to lack of evidence of performance information and financial bookkeeping
Lack of safety clothing policy
Delays in in resolving labour related matters
Delays in the processing of computer/consumables requested by staff
Coordination of projects between Head office and the Cost Centres
Lack of capacity in project monitoring
Lack of vehicles for project supervision
Shortage of office accommodation

External challenges faced by the Amajuba Region Department of Transport:
Drought / Heavy rains causing flood damages
Road furniture theft, e.g. guardrails, road signs which is due to criminal activities.

Shortage of suitable quarry material.
Unavailability of quarry due to refusal by landowners leading to movement of projects to other areas with available material.
Delays in obtaining WULA's, ROD's, etc.
Delays in projects due to inexperienced emerging contractors – non visibility of contractors on site due to subcontracting of projects.

Long Term special projects planned by the Department of Transport in the Amajuba Region

Status Quo
The road networks within Amajuba Municipality reflect a link of the districts roads (R21 & R32) from Dannhauser and Emadlangeni municipalities with the N11 that traverses Dannhauser and Newcastle municipality respectively. These road networks link the towns of Dannhauser and Utrecht with that of Newcastle. There is a possibility that the condition or state of the road surfaces might have changed since the development of the PTP, but the information contained in the document has been utilised for this exercise and updated information will be obtained from DOT and included in the final report.

Table: 140: ADM Road Network

Surface Type	Provincial Road network(P)	District Road network(D)	Local Road network(L)	Total
Blacktop	433 km	6 km	4 km	443 km
Gravel	504 km	549 km	309 km	1 362 km
Grand Total	**937 km**	**555 km**	**313 km**	**1 805 km**

Source: Amajuba DOT Regional Office

5.6.1 Regional Infrastructure Profile

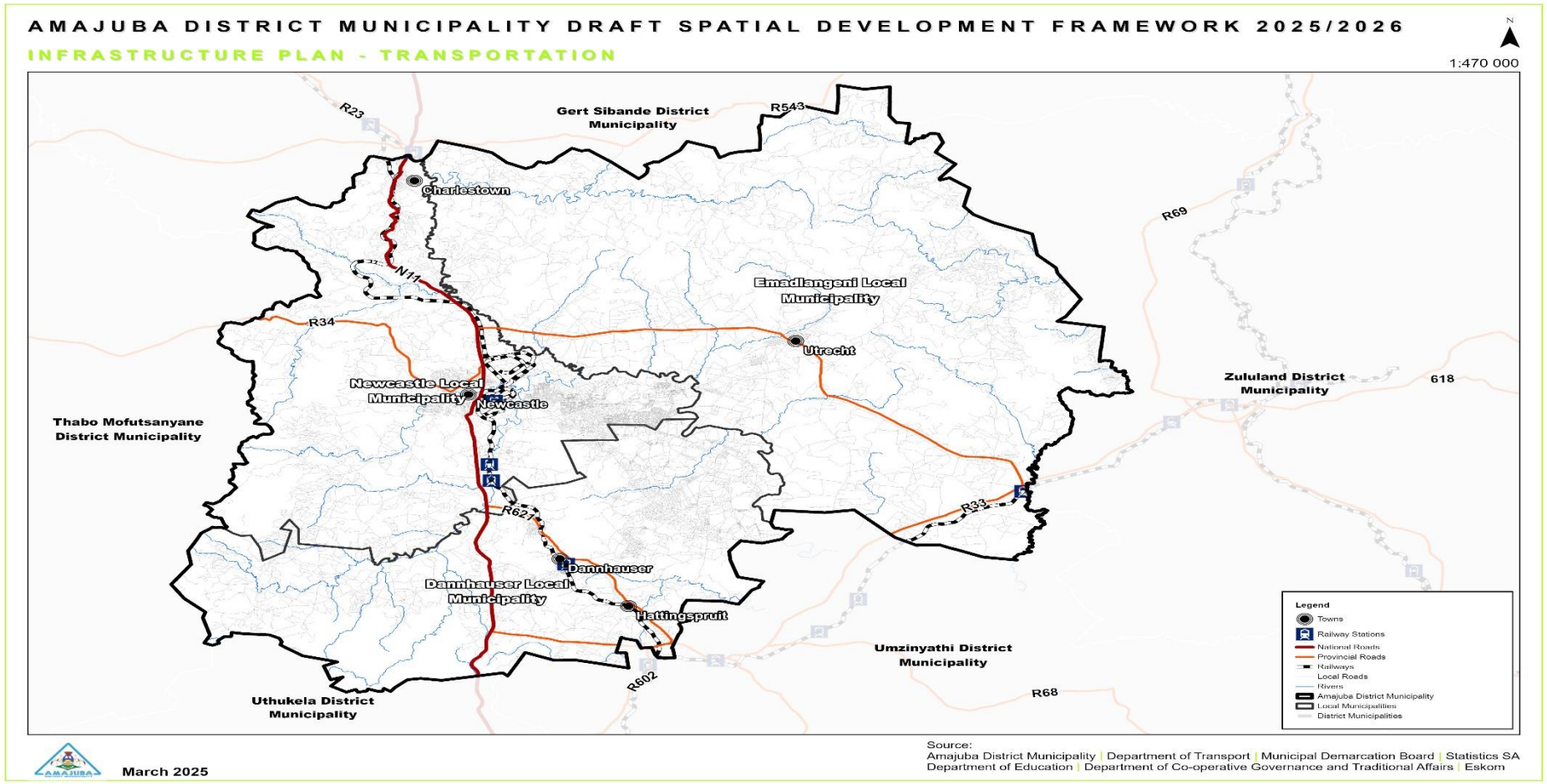
The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access roads are unsurfaced roads and are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Several of these access roads are used by public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers. Unsurfaced roads are often very slippery during the rainy season due to flooding and poor in-situ soil conditions, which results in the rural communities having no vehicle access or an unreliable public transport service. Other infrastructure available in the Amajuba District municipal jurisdiction is railway lines which are predominantly used for the transportation of coal locally and by other companies when moving freight. There is also an active airport in the vicinity of the Newcastle Local Municipality.

5.6.2 Organised Transport Structures

There are a total of 20 public transport facilities within the Amajuba area with 16 minibus-taxi ranks, 3 bus ranks and 1 minibus-taxi. Most of these facilities fall within the Newcastle, Madadeni and Osizweni areas with limited facilities in Utrecht and Dannhauser. There is an equal split of formal and informal facilities with the formal facilities mainly located in the urban areas and informal facilities located in the rural settlements. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

Table: 141: Public Transport Facilities

Facility Name		Status	Ownership
Newcastle Municipality			
1	Osizweni Formal Taxi Rank	Formal	Municipal
3	Makhanya Informal Taxi Rank	Informal	Municipal
4	Top Rank Informal Taxi Rank	Informal	Municipal
6	9 Mile Informal Taxi Rank	Informal	Municipal
7	Moyomuhle Informal Taxi Rank :	Informal	Municipal
8	Madadeni Sec 4&5 Informal Taxi Rank	Informal	Municipal
9	Madadeni Shoprite Checkers Informal Taxi Rank	Formal	Municipal
10	Madadeni Court Informal Taxi Rank	Informal	Municipal
11	Newcastle Formal Taxi Rank	Formal	Municipal



Map: 55 Infrastructure Plan Transportation

Source: (Amajuba District Municipality, 2025)

Railway Lines

Currently there is no commuter rail service provided for within the Amajuba DM. However, there is a station and rail line that runs from Newcastle past Madadeni and Osizweni towards Utrecht which provides an opportunity in the long term for a rail commuter service due to it alignment to the above-mentioned areas. There is also a railway line that runs through Dannhauser past Newcastle to Charlestown in the Newcastle Municipality. As identified in the SDF, a need exists to explore possibility of commodity rail from Amajuba to Richards Bay Port. This is considered important for the distribution of mining raw materials from the mines to the airport for international markets.

Airport and Landing Strips

There is established and operational passenger air transport system within Amajuba. Newcastle has one Airport which is located approximately 7 km away from the city centre. Chartered flights commute daily and a full service with one of the country's airlines is in the pipeline. It is located on the south-eastern side of the Central Business District i.e., industrial area or between Newcastle town and Madadeni Townships. It is in a functional condition; however further developments need to be explored boost economic growth thus creating more employment opportunities.

5.7 ENERGY

Eskom generates approximately 95% of the electricity used in South Africa and this association extends to generating, transmitting, and distributing electricity to industrial, mining, commercial, agricultural and residential customers and redistributors. In the context of the Amajuba DM the above-mentioned fact is no different as Eskom is still the main supply of electricity within the district whilst the Newcastle and Emadlangeni Municipalities have the license to supply electricity in certain areas within their jurisdiction.

The provision of electricity in Newcastle is demand driven. The demand triggers the need to plan for additional capacity of the electricity network distribution. Eskom supplies in the order of 125,000KVA per month with an additional supply of 800 KVA being supplied by IPSA from gas turbines. The electricity networks for the Newcastle West area being the CBD and surrounding suburbs are managed by the municipality whereas the outlying townships and rural areas are supplied by Eskom. The Newcastle Municipality further gives support to Eskom for the surrounding townships and rural areas by implementing capital projects funded by the Department of Energy which upon completion is handed over to Eskom.

<u>The role of the ADM in electricity provision</u>

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of Free Basic Electricity is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

5.7.1 ACCESS TO ELECTRICITY

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

Table: 142: Estimated Electricity backlogs

Municipality	s	Electricity	
		No. of Households	Percentage
Newcastle	102 861	11 300	11%
Emadlangeni	6 803	3 742	55%
Dannhauser	20 800	5 408	26%
Total for Amajuba	130 464	20 450	16%

Statistics SA – Community Survey (30-06-2016)

Table: 143: Electricity Supply

Electricity Supply (per person weighted)				
	Amajuba	**Newcastle**	**Emadlangeni**	**Dannhauser**
Municipality (pre-paid)	23037	18100	3170	1766
Municipality (conventional meter/receive a bill from the municipality)	21016	17659	1720	1636
Eskom (pre-paid)	281143	213861	7047	60235
Eskom (conventional meter/receive a bill from Eskom)	1035	-	612	423
Other supplier (e.g. local generation and transmission)	417	-	190	228
Do not know	-	-	-	-
Not applicable	35878	19912	11428	4537

Source: Statistics SA – 2016 Census

Eskom is the sole supplier of electricity Amajuba District Municipality. There has been issues with Eskom with electricity cuts (load shedding). Eskom faces the challenge of a constrained power system that will affect South Africa until substantial new power capacity is available. The power cuts have affected the social livelihood and more of economy hence most businesses closed in that 2 hours of shut down. 90% (326 648 out of 362 523) of Amajuba household have electricity and most are pre-paid users.

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the DM. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas. The table below depicts data on the type of uses for electricity; electricity is mainly used for lighting then for cooking with heating being the least type of use for electricity.

Table: 144: Distribution Electricity

Type of connection	Amajuba DM	Newcastle LM	Emadlangeni LM	Dannhauser LM
In-house conventional meter	55738	48989	2313	4436
In-house prepaid meter	431631	322910	15330	93391
Connected to other source which household pays for (e.g. con	785	750	-	35
Connected to other source which household is not paying for	667	493	-	174
Generator	175	145	23	7
Solar home system	452	64	254	134
Battery	-	-	-	-
Other	957	832	42	83
No access to electricity	40924	14935	18907	7081

Statistics SA – Community Survey (30-06-2016)

Apart from its social benefits, electricity is also a driving factor in the economy. Schedule 4B of the Constitution lists electricity and gas reticulation as a local government responsibility and therefore also plays an important revenue source for local government. For this exercise the spatial location and supply thereof the bulk electricity infrastructure has been assessed. The current and proposed reticulation network in Amajuba District Municipality area as indicated in the Map (insert) shows areas already electrified and the location within the district of the bulk electricity infrastructure.

It is no surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Newcastle, Dannhauser, Utrecht, EMadadeni etc. Newcastle Municipality has a superior population size and economy in the Amajuba district and as such has more areas that would require bulk electricity infrastructure. There are 8 sub-stations in the Newcastle Municipality that supply electricity to the areas of Newcastle, Madadeni and Osizweni. The spatial distribution of most sub-stations within Newcastle Municipality is predominantly situated along the N11 primary corridor. Newcastle is a growing economy within the district, and it will be essential to demonstrate that the current supply is sufficient to meet current and future demands. The project cycle to be followed consists of 5 stages as outlined below.

STAGE		TASKS
1	Development Plan Approval (DPA)	Technically approved proposals
2	Concept Release Approval (CRA)	Initiatives entered into a value chain system for approval Feasibility studies
3	Design Release Approval (DRA)	High level design EIA approved and servitudes acquired
4	Execution Release Approval (ERA)	Design package Procurement and Construction begins
5	Finalisation Release Approval (FRA)	Construction completed and handed project hand over

Table: 145: ESKOM funded Projects 2023/2027

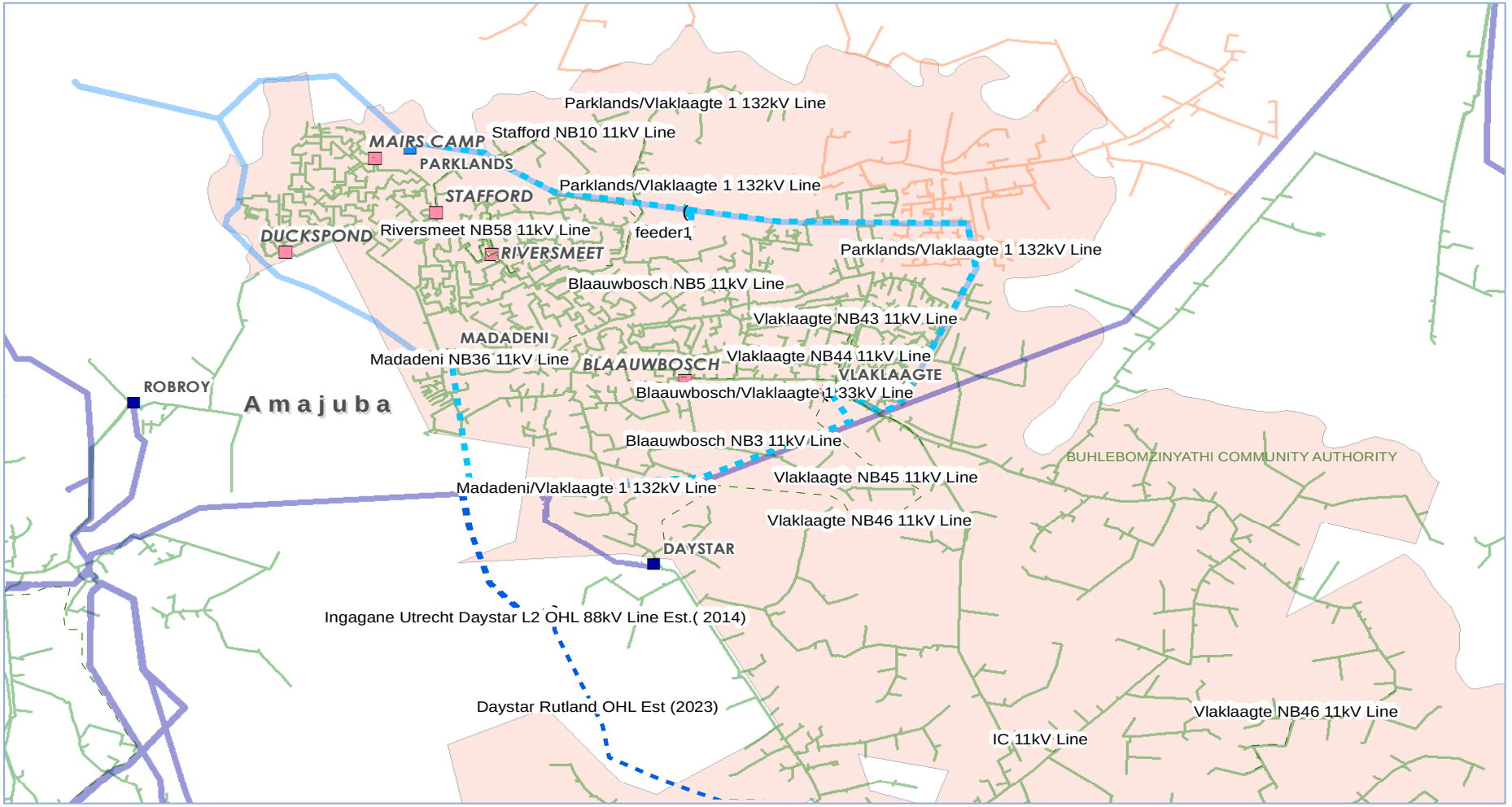
	Project Name	Status	Construction Start Date	Schedule Completion Date
1	Kilbarchan SS 88/22 kV TRF Establish	Conceptual stage	2027	2027
2	Ndulinde 88 kV Turn in lines	Conceptual stage	2027	2027
3	Ndulinde 20MVA 88 /22kV SS est	Conceptual stage	2027	2027
4	Witteklip 88/22 kV SS Est.	Conceptual stage	2024	2024

	Project Description	Project Status	Construction Start Date	Schedule Completion Date
1	Incadu-Madadeni 132 kV Line Est -	Finalised		
2	Madadeni 132/33 kV & 132/11 kV TRFR Est	Finalised		
3	Blaauwbosch SS increase capacity	Finalised		
4	Matsheketsheni 132/11 kV 20 MVA SS establishment	Design stage	Beyond 2025 (Project not funded)	
5	Matsheketsheni 132 kV Tee Line	Design stage	Beyond 2025 (Project not funded)	
6	Kilbarchan SS 88/22 kV TRF Establish	Conceptual stage	Beyond 2025 (Project not funded)	
7	Zaaifontein SS Normalization -	Finalised		
8	Ndulinde 88 kV Turn in lines	Conceptual stage		
9	Ndulinde 20MVA 88 22kV SS est	Conceptual stage	Beyond 2025 (Project not funded)	

Source: Amajuba Region ESKOM

Emadlangeni Municipality has 6 sub-stations that service the settlements within the municipality for residential purposes whilst Utrecht would most like be for economic factors albeit a declining economy. Dannhauser Municipality has 3 sub-stations situated within its jurisdiction servicing the settlements of Mdakane and Osizweni. The supply capabilities of the substations and reticulation networks including the projects related to maintaining and upgrading these substations and reticulation networks are contained in Network Development Plans (NDPs) compiled by the Eskom Area Network Planning Division.

The map below depicts the projects spatially.



Map: 56 Projects Spatially

Source: (Amajuba District Municipality, 2023)

Table: 146: Electricity Availability by use

Distribution of electricity by use					
Electricity use	Year	Newcastle LM	Emadlangeni LM	Dannhauser LM	Amajuba DM
Lighting	1996	48055	1013	4566	53634
	2001	59884	1801	8399	70084
	2011	73449	3032	16490	92971
Heating	1996	26771	888	1832	29491
	2001	37924	1497	2930	42351
	2011	57864	2003	7707	67574
Cooking	1996	30773	908	1950	33631
	2001	41507	1558	3607	46672
	2011	69800	2515	10654	82969

Source – Stat SA 2011 Census

The table above depicts the picture on the predominate type of use for energy per municipality. It is evident that in Newcastle dominates the consumption of electricity within the ADM jurisdiction. Within all locals it is common that electricity is generally used for lighting purposes in comparison to heat and cooking respectively.

Electricity Supply

Table: 147: Electricity Supply by LM

	Amajuba	Newcastle	Emadlangeni	Dannhauser	Total
Municipality (pre-paid)	23037	18100	3170	1766	**23037**
Municipality (conventional meter/receive a bill from the municipality)	21016	17659	1720	1636	**21016**
Eskom (pre-paid)	281143	213861	7047	60235	**281143**
Eskom (conventional meter/receive a bill from Eskom)	1035	-	612	423	**1035**
Other supplier (e.g., local generation and transmission)	417	-	190	228	**417**
Do not know	-	-	-	-	**-**
Not applicable	35878	19912	11428	4537	**35878**

Source: Statistics SA – 2016 Census

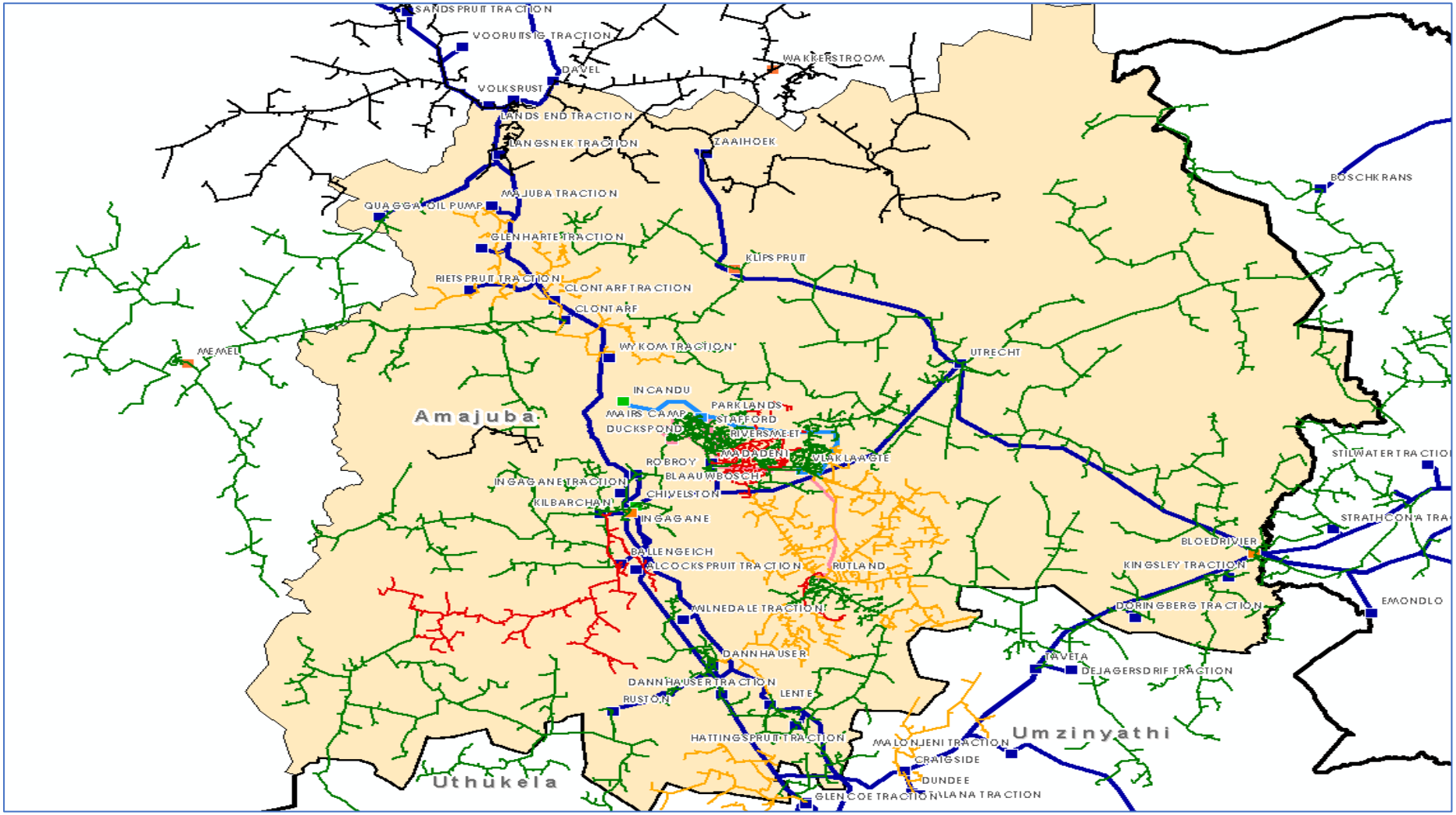
Indigent Support

Basic supply is made available to all households. The allocation is set at 50 kWh per household per month. Costs are funded from the Equitable Share allocation to Local Municipalities. The process must be planned with the relevant stakeholders including local government and ESKOM. There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay

ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

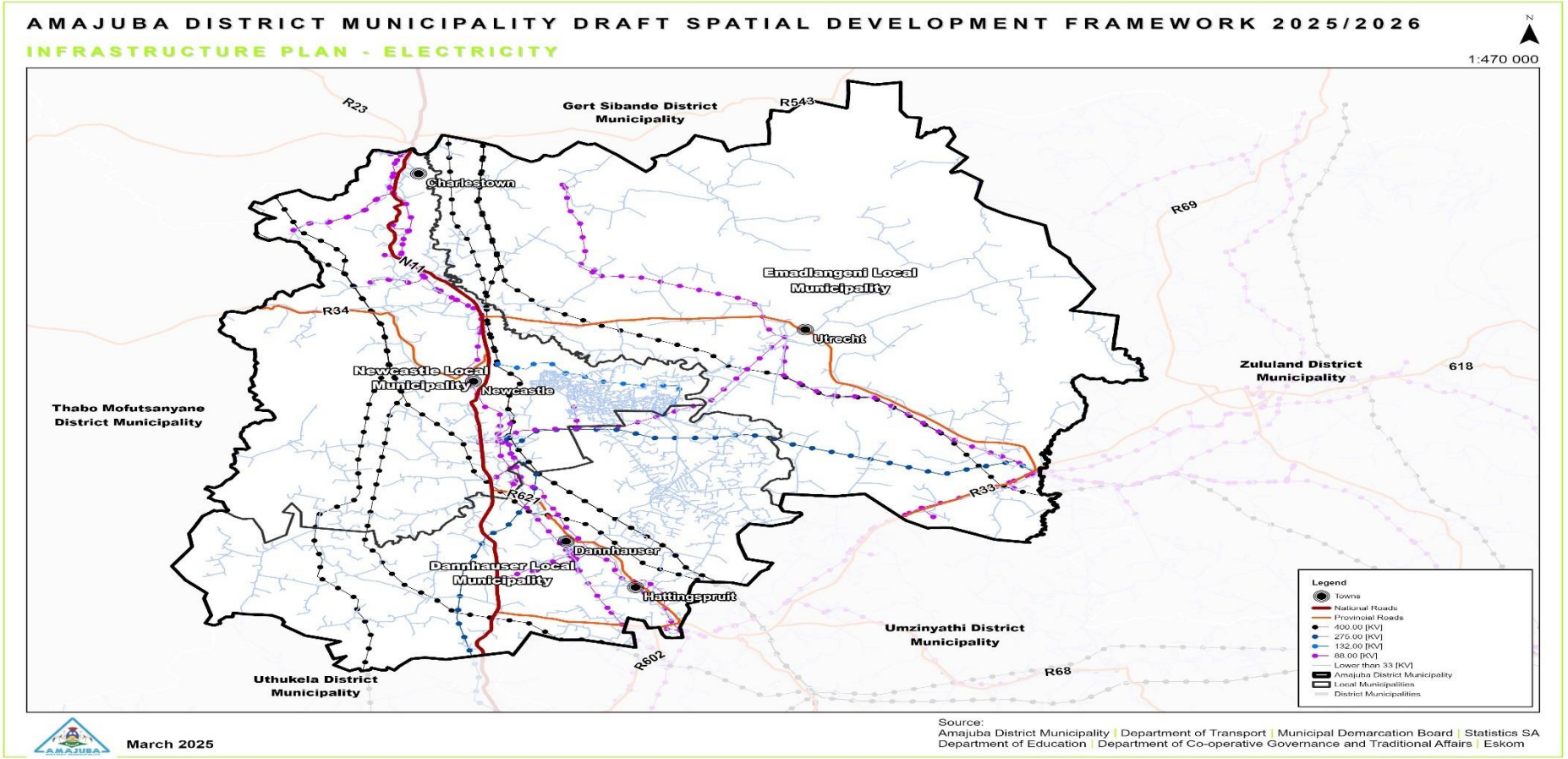
Challenges that currently face ESKOM:
Fiscal challenges for the new construction of infrastructure and maintenance.
Depletion of water reserves for Hydro plants.
Aging infrastructure
Growing demand against the available resources
Theft of copper and steel

It is imperative to note that the current power supply challenge has had a negative impact on the economy as production has to be stopped to accommodate the electricity shortage. The Amajuba District Municipality has felt the effects of the challenges faced by ESKOM. The map below reflects the levels of capacity constraints within the ADM jurisdiction in terms of the infrastructure. The red lines in the map reflect areas that have constrained networks, the lines yellow reflect areas that are slightly constrained, and the green lines reflect areas with no constraint. From the map below, it is evident that the major constraints are within the jurisdiction of the NLM and a small potion in the DLM.



Map: 57 ADM Capacity Constraints Electricity

Source: ESKOM (2017)(**Amajuba District Municipality, 2023**)



Map: 58 Infrastructure Plan Electricity

Source: (Amajuba District Municipality, 2025)

Eskom is progressing well with the maintenance of its power generating plant whilst supplying the country's electricity needs.

Eskom's Energy Efficient Lighting Exchange Programme, a door-to-door campaign that involves the exchange of old-style light bulbs and non-working compact fluorescent lamps (CFLs) with new CFLs, has installed and verified over 1.3-million lamps in homes in four provinces since November 2015 (figures are up until 11 May 2016):
Kwa-Zulu Natal – 1 008 692
Western Cape – 238 029
Eastern Cape – 95 358
Free State – 45 358

Auditors will do random visits to some homes to verify the installation of lamps. Homeowners are cautioned to be vigilant and to check the identity of the person who says they are an Eskom represented auditor. The auditors should have plastic branded bibs that say "Free Energy Efficient Lighting Exchange" with Eskom branded photo identity cards.

The Energy Efficient Lighting Exchange Programme is one of Eskom's key initiatives to keep the power supply stable. Out of the over two million lamps installed to date over 1.3 million has been independently verified and achieved evening peak demand savings of 67MW, enough to provide over 80% of the power needed to power a town the size of Mthatha in the Eastern Cape or Mnambithi in KwaZulu-Natal. The first phase of the roll-out involves the installation of 4.8 million CFLs and a further 5.2 million will be installed in all nine provinces by end March 2018. With the efficient use of energy, a global priority, the programme will continue to play a crucial role in helping homeowners to reduce their monthly electricity bills while keeping South Africa's power supply stable.

5.8 CEMETRIES & OPEN SPACES

Cemeteries and open spaces are monitored by local municipality although the district municipality can provide aid to municipalities to maintain the service or to upgrade it. In respect to the cemetery sites, the national Department of Agriculture and Environmental Affairs initiated a study to find suitable sites for burials to prevent the unsuitable site burials and as well as home burials.

There was also an initiative of formalizing the informal cemeteries within the district. A site was identified in Durnacol as there was informal burial activity taking place. Even though the site was identified it did not form part of the initial study for identification of new burial sites. The study was conducted in several places within the district and there was a strong indication of geological constraints within most of the identified sites. This has led to the delay of the study hence the study is incomplete.

5.9 HUMAN SETTLEMENTS

Achieving sustainable human settlements is one of the main spatial goals within an area such as Amajuba District which is characterised by settlement pattern that has encounter a high level of disintegration and fragmentation. An opportunity still exists to turn the situation around through facilitating and promoting the evolution of these discrete pockets of settlements into sustainable, integrated human settlements clusters. This is bearing in mind the fact that settlements are not static, they respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. A sustainable settlement improves the level of choice, encourages creativity and investment while a less sustainable settlement imposes a lifestyle on people and results in

unnecessary expenses. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

5.9.1 Households and Services

The number of households over the years has increased; looking at the table below it is evident that the numbers of households in the ADM have almost doubled between 1996 and 2011. Contrary to the doubling of the number of households and the increase in the population the household size have decreased which is an indication that families are breaking away from each other which is also an indication more people are sustaining themselves. Emadlangeni LM has the least households by the highest household average for 2011 which is typical for a rural area with little services available.

Table: 148: Total Households

Number of households and household size			
Local Municipality	Year	Number of households	Average Household Size
Newcastle LM	2001	55217	5,1
	2011	71164	4,6
	2016	84272	4,2
Emadlangeni LM	2001	3378	6,2
	2011	6187	4,7
	2016	6252	5,2
Dannhauser LM	2001	15555	6,2
	2011	19320	5,3
	2016	20439	4,9
Amajuba DM	2001	74150	5,4
	2011	96671	4,7
	2016	110963	4,4

Statistics SA – Community Survey (30-06-2016)

5.9.2 Dwelling Typologies

When Census was first conducted there was a larger number of informal dwellings which did not adhere to the objectives of the South African Constitution mainly to provide safe environments and quality housing. The Department of Human Settlements together with the local municipalities have continuously worked in ensuring that all communities have access decent housing. A significant amount of work has been done to do away with informal settlements and unsafe structures with the achievements to date there is still more that needs to be done. The table below highlight the number of households as per the dwelling typology.

Table: 149: Dwelling Typologies

Dwelling Typologies				
Municipality	Year	Formal Dwelling	Informal dwelling	Traditional Dwelling
Amajuba DM	2001	75154	7633	13429
	2011	97341	5100	7949
	2016	98958	4494	80473
Newcastle LM	2001	59423	6851	4649
	2011	76792	4459	2642
	2016	10781	2077	2816
Emadlangeni LM	2001	2836	184	2981
	2011	3644	148	2409
	2016	6153	89	5803
Dannhauser LM	2001	12895	598	5799
	2011	16905	493	2898
	2016	1288	8	1255

Statistics SA – Community Survey (30-06-2016)

5.9.3 Settlement Patterns

Amajuba District Municipality is a mixed of rural and urban in its character. This is particularly due to the existence of Newcastle as an urban complex while Dannhauser and Emadlangeni are predominantly rural. The key features of the settlement pattern can be broken down as follows:
Urban settlements;
Peri-urban settlements; and
Rural villages;

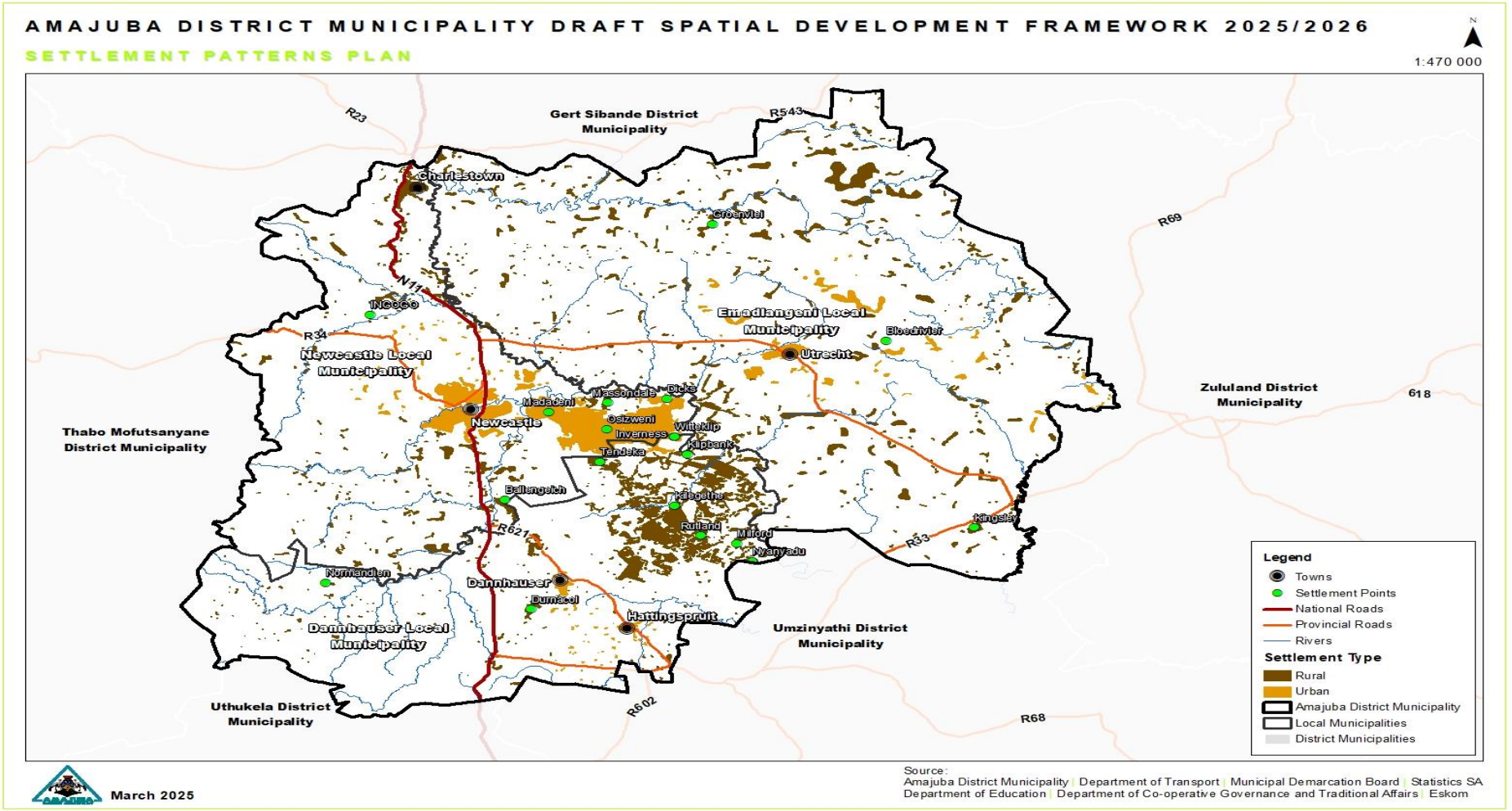
The development in most of the area is scattered with an absence of a strong nodal hierarchy. Uneven topography, membership of the community and traditional land allocation practices are the major factors that shape this settlement pattern. The key settlement patterns identified above allows for association of areas as listed below in order to correctly plan the future development of the area. In exception to the settlement areas mentioned above, existing within the area of Amajuba District Municipality are also Former Mining Settlement.

Table: 150: Settlement Patterns

Settlement Patterns		
Urban settlements	**Peri-urban settlements**	**Rural villages**
Newcastle Urban complex	Kingsley	Kwamdakane
Danhhauser Town	Groenvlei	Nyanyadu and Ubuhlebonzinyathi
Utrecht Town	Amantungwa	Charlestown
Hattingspruit	Nzima	INgogo
	Mabaso	
	Blue mountain	
Former Mining Settlements		
Kilbarchan	Ingagane and Ballengeich	Normadien

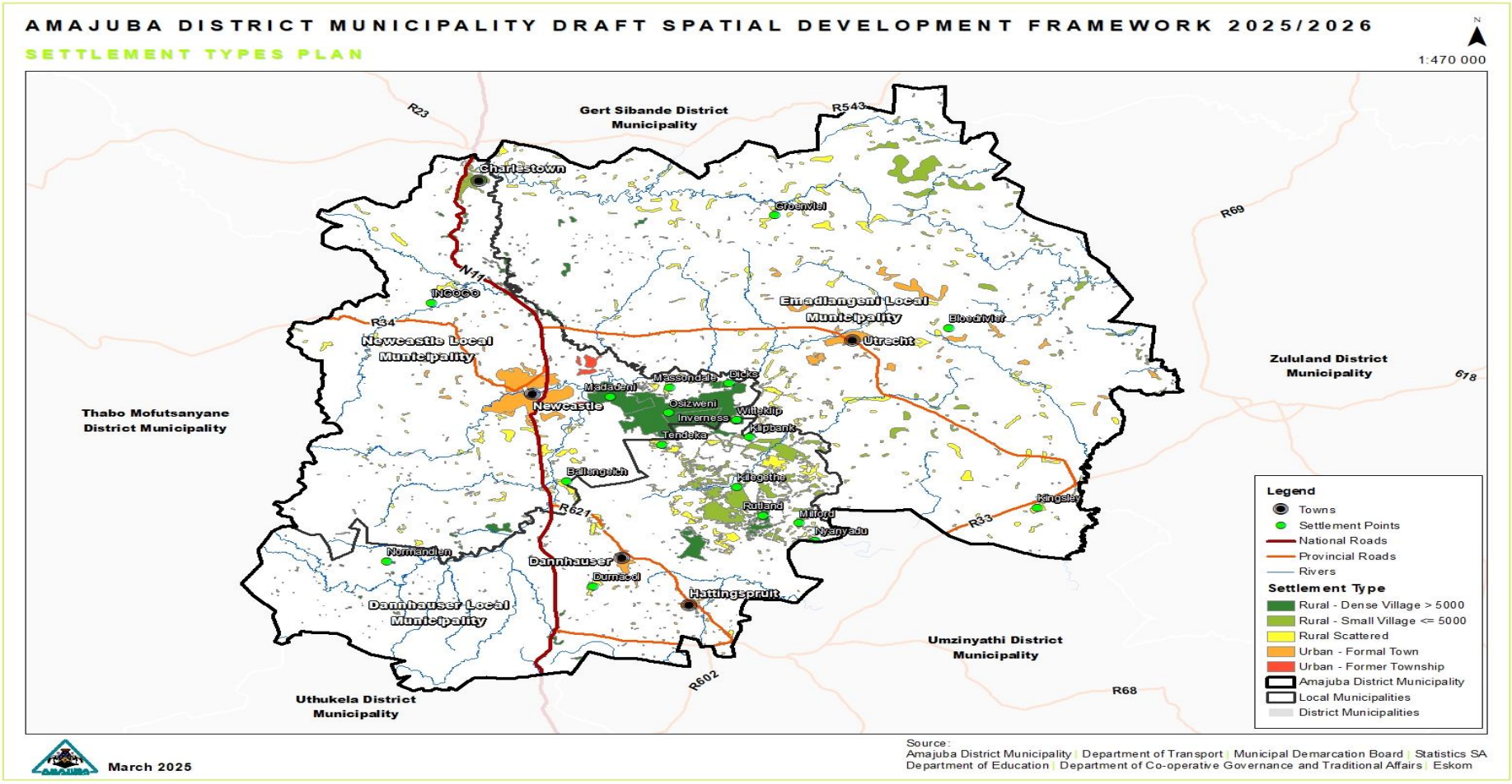
Source: (Amajuba District Municipality, 2023)

The types of settlement are captured in the map below



Map: 59 Settlement Patterns Plan

Source: (Amajuba District Municipality, 2025)



Map: 60 Settlement Types Plan

Source: (Amajuba District Municipality, 2025)

Impact by Urbanisation

A comparative analysis of urbanisation within the district demonstrates that Newcastle Urban Complex with its associated complex of townships known as MBO (i.e. Madadeni, Blaauwbosch and Osizweni Urban Complexes) have experienced a substantial amount of urbanisation. This is evidenced from population growth that the area has experienced. Urbanization can be described as the rapid and massive growth of, and migration to large cities.

Table: 151: Urban Figures

Urban Settlements	Wards	2001	2011	% of Growth/Decline
Newcastle Urban Complex	2-5 and 20	49 094	52 371	6
Madadeni Urban Complex	14, 19, 22-24, 26-29	83 560	92 362	9
Osizweni Urban Complex	7-13, 15-18 and 30	133 536	141 906	6
Dannhauser Town	2	9 816	8 095	-21
Utrecht Town	2	5 488	5 290	-4
Total		281 524	306 024	6

Source: Census 2011

With reference to table above the population that resides within the urban areas (within all towns of the district) have increased by 6%. These urban areas accommodate 60% of the total district population. Madadeni complex had the highest level of urbanisation which caused its population to increase by 9% between 2001 and 2011. This is followed by Newcastle and Osizweni Complexes which had a population growth of 6% each. Both Dannhauser and Utrecht Towns experienced population decline which implies that these areas are experiencing population out-migration. Dannhauser is experiencing a great level of out-migration such that its population declined by 21% while Utrecht's population declined by 4%.

According to Census 2011, the type of housing within the district is mainly dominated by Brick Houses (80%), Traditional Houses (9%) and Flats (3%). Based on the Municipality's housing waiting list the total demand for housing is currently estimated at 10 700 units. This is divided into demand in Urban Areas (8 200) and demand in Rural Areas (2 500).

There has been an influx of people from the rural to the urban and the population surroundings Dannhauser (e.g., S'kobhareni) has increased. Reasons for the influx could be attributed to improved work opportunities, saving on transport costs and improved schooling. Unfortunately, with the population growth there have been social problems such as increase in crime levels and health problems. Previous planning of the existing towns did not take this urbanization into consideration resulting in bulk services being inadequate. The Local and District Municipalities intervened by installing water standpipes, refuse removal skips and high mast lighting. The Municipality is looking at the way to formalize S'kobhareni Settlement, as this settlement had been formed by migration of people from rural areas to get close to Town for better job opportunities.

5.10 TELECOMMUNICATIONS

Available Infrastructure

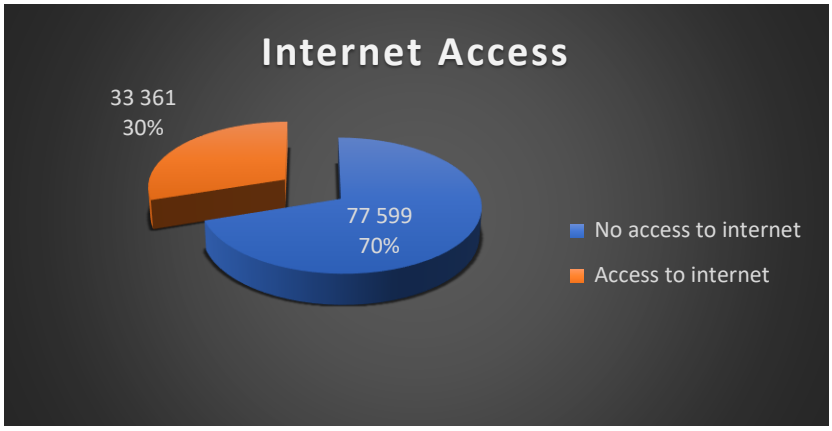
The table below depicts the progress made in the provision of technological infrastructure within the DM. it is evident from the table below that there has been significant progress made in terms of advancing the community in providing access to facilities like computers and internet.

Table: 152: Telecommunication Services Distribution

Distribution of Telecommunication Services					
ITC type	**Year**	**Newcastle LM**	**Emadlangeni LM**	**Dannhauser LM**	**Amajuba DM**
Radio	2001	55934	4907	14373	75214
	2011	60955	4671	14731	80357
Television	2001	42474	2114	8287	52875
	2011	65210	3293	14248	82751
Computer	2001	3793	271	276	4340
	2011	14168	703	1304	16175
Refrigerator	2001	43333	1740	6380	51453
	2011	61639	2471	12648	76758
Landline telephone	2001	21234	935	1924	24093
	2011	11434	455	949	12838
Cell phone	2001	21803	1527	4024	27354
	2011	76554	5369	17912	99835
Internet	2011	27740	1452	4170	33362

Statistics SA – Census 2011 municipal Report no 03-01-53

The figure below depicts the access to internet with the district, there is still a large number of households without access to internet within the jurisdiction of Amajuba District Municipality. The data broken down shows that areas of concern for investment in ICT infrastructure are Dannhauser and Emadlangeni, where 80% of the households in Dannhauser have no access and 77% of households in Emadlangeni have no access with Newcastle reflecting 67%.



5.11 SWOT ANALSIS

Table: 153: SWOT Analysis

Strengths	Weaknesses
Well established traditional urban settlements in Utrecht, Newcastle, and Dannhauser Good track record in the utilization of Infrastructure grants and EPWP funds Reduced backlog for Water and Sanitation (no bucket system) Fully functional GIS System Updated Spatial development framework	Aging infrastructure Water loss Limited human capacity to meet vision of Council Lack of adequate water resources Lack of built services in the rural settlement Insufficient fund for O&M (reactive maintenance Lack of data to update GIS system Alignment of capital projects budget with sector departments Outdated sector plans to support SDF and WSDP Well capacitated Environmental unit in line with legislative requirements Services provided do not generate revenue for ADM The lack of capital funding made available on transfer of the treatment works when taken over from the Local Municipalities to address the infrastructure refurbishment requirements.
Opportunities	**Threats**
Installation of meter system for revenue enhancement Shared services with Local Municipalities Public Private Partnerships Development of new dam Available technical support from Sector Departments Exploring alternative technologies to aid in sanitation related challenges	Influx of new settlements or households Planning is disrupted due to influx for provision of basic services Poor maintenance of water infrastructure Illegal connections to bulk infrastructure Water loss due to illegal connections Poor revenue collection (business and rural) Water and air pollution by industries Outdated and outstanding sector plans The lack of security measures such as lighting, fencing, night-time staff availability and security systems has led to theft of critical components of the works such as power cables, mechanical equipment, and steel infrastructure. The treatment of waste in the Emadlangeni area utilizing a pond system. The lack of numbers and skills of operators at the works to meet requirements.

C.6 LOCAL ECONOMIC & SOCIAL DEVELOPMENT

DGDP - STRATEGIC GOAL 1: Inclusive growth

Unemployment has been identified as one of the major structural constraints within the Amajuba District and contributes to high levels of poverty and income inequality, which deteriorates the overall quality of life of the people of the district. High unemployment results in high dependency ratios, with many more people relying on fewer wage earners. This has resulted in the phenomenon of many working households living near or below the poverty line. Currently an unequally large proportion of the population of the district relies on grants and related forms of welfare as a source of income. Job creation is viewed as a primary means through which economic growth and transformation can occur, by distributing the benefits of growth more widely and consequently reducing dependency on the welfare system. This will require investment and interventions by both the public and private sector in order create a more enabling environment to stimulate the generation of employment opportunities and inclusive economic growth.

The municipality has experienced various challenges in fulfilling their role in creating an effective environment for doing business. One such challenge is Red Tape Reduction which usually stems from inefficient procedures and systems that are related to administrative management, inefficiencies in the communication and information exchange within and between organisations and external stakeholders, and ineffective rules and regulations that do not achieve certain policy goals. Action needs to be taken to reduce red tape and contribute to the ease of doing business. The Red Tape Reduction Strategy needs to be incorporated into the Catalytic Projects as works hand in hand with successful project implementation. The municipality formulated the Investment Promotion and Facilitation Strategy (IPFS) to address all the challenges associated with the Red Tape Reduction. The IPFS is attached to as annexure to the IDP document.

Key strategic objectives and interventions are proposed to stimulate economic growth and create jobs; to remedy the real constraints facing our traditional sectors and facilitate a process of unlocking opportunities and promoting the formation of new industries by emerging participants in the economy. Creating meaningful employment is a major cross-cutting issue and is vital in achieving the vision of the district.

Table: 154: DGDP Goal 1 Job Creation

GOAL 1: JOB CREATION **Expanded Provincial economic output and employment.** **Apex Indicators;** **Apex Indicator 1: Total value of output of all sectors within the district economy** **Apex Indicator 2: Total employment in all sectors within the district economy** **Apex Indicator 3: GDP per Capita within the district economy**					
Strategic Objectives	**Develop and promote agricultural potential**	**Enhance sectoral development through trade investment and business retention**	**Enhance spatial economic development**	**Improve efficiency, innovation and variety of government led job creation programmes**	**Promote SMME and entrepreneurial development**

	The Amajuba agricultural sector grows and generates employment.	*Amajuba trade and investment grows and generates employment.*	*Spatial economic development provides opportunities for inclusive economic growth and facilitates investment growth*	*Government-led job creation programmes yield incomes and prepare participants for entry into the labour market.*	*SMME promotion increases economic participation and generates employment.*
Primary Indicators	Total employment within the agricultural sector (including forestry and livestock) within the district. Value of agricultural contribution to the district economy Number of emerging commercial farmers within the district. Hectares of land under agricultural production excl. ITB	Total employment within all sectors excluding primary agriculture within the district. Total value of the provincial economy excluding primary agriculture within the district.	Annual percentage change in employment and unemployment per Local Municipality directly increasing the District baseline. Extent of (m^2) of appropriately zoned and serviced industrial and commercial land available. Rand value of private sector investment in the Newcastle Airport Techno-hub and Textile manufacturing sector.	Total Rand Value of each EPWP job in district within the district. Number of small contractors created through Vukuzakhe Emerging Contractor Development Programme.	Number of Cooperatives and SMMEs registered in the district that has been in operation for more than 2 years. Number of new jobs created through establishment of SMMEs and Coops within the district. A balanced KZN B-BBEE scorecard utilized to measure progress in B-BBEEE within the district.
Interventions	Support for and Development of Commercial Farmers (new entrant, small-scale, land reform and ITB farmers). Enhancement of agricultural value-adding and marketing. Expansion of irrigation schemes and	Enhance Value-Adding within the Manufacturing Sector. Develop, diversify and market the tourism sector to increase Domestic and Foreign visitors. Facilitate the Expansion of Investment into	Encourage public private partnership through the investment on key spatial projects Provision of quality affordable zoned land with appropriate level of infrastructure. Establish and implement a monitoring and evaluation	Support enhanced implementation of the EPWP (incl. CWP) Programme. Facilitate expanded access to the Jobs Fund.	Facilitation of access to markets for small enterprises. Facilitation of access to finance for small enterprises. Capacity building and Mentorship Support for small enterprises. Access to appropriately located facilities

	improved water use efficiency Protection, rehabilitation and improved productivity of agricultural resources.	the Services Sector Establish District Agencies to drive LED and Investment. Establish an integrated Business Retention and Expansion Programme (BR&E).	framework to assess the institutional arrangements and performance of two identified programs		with linked services. Implementation and enforcement of B - BBEE
Secondary Indicators	Value of total crop production. Value of total horticulture production. Value of total animal production. Hectares of active agricultural land under irrigation. Diversification of agricultural products. Ratio of Agricultural exports to Imports within the district.	Value of direct fixed capital formation in the district. Total value of exports generated from within the district. Ratio of Exports to Imports within the district. Total value of foreign and domestic tourism expenditure within the district. Total value of foreign direct investment into the district. Total value of domestic investment into the district	Total increase in the KZN GVA by the District Decrease in unemployment Increase in investor confidence	Number of new work opportunities created annually through CWP. Number of new full-time equivalent (FTE) jobs created annually through EPWP/CWP. Number of successful contractor relationships and / or PPP's created and sustained through the EPWP/ CWP. Number of EPWP and CWP beneficiaries that have graduated into formal employment.	Number of new business entities registered within the district.

6.1 INSTITUTIONAL ARRANGEMENTS

The Amajuba District Municipality collaborated with University of KwaZulu-Natal to undertake the development of the Local Economic Development Strategy for the District. The strategy itself was compiled by Amajuba District Municipality team together with Econologics Africa Consulting. To keep up with the latest economic trends in the province, the country, and the world and to assess the impact of the previous LED strategy, it was imperative that a review is conducted. The current LED Strategy was adopted by Council on the 05 June 2020. The last review was done in February 2023.

The LED unit in Amajuba DM has 5 personnel (The Assistant Director: LED; Agricultural Development Manager; LED Manager: SMME Development & Informal Economy; Rural Development Manager & Poverty Alleviation Officer). The major challenge facing the LED Unit in ADM is the minimal allocation of resources for enablers.

The municipality has completed the feasibility study for establishment of District Development Agency (DDA) and it was completed in February 2024. The council will than make decision whether to establish the DDA or not based on the findings of the feasibility study document.

6.2. EMPLOYMENT & UNEMPLOYMENT

Amajuba witnessed an improvement in the number of people employed over the period 1998 to 2018, from 80 630 in the 1998 to 113 762 in 2018. The number of people employed within Amajuba as a percentage of KZN's total employment stood at 4.3%, this is down by 0.1% from 1998, but on par with that of 2008. The figure shows that significant improvement in terms of employment has been made within KZN over the past two decades. The provincial work force consists predominantly of formally employed people rather than those that are informally employed.

Table: 155: Total Number Of People Employed in KZN and Amajuba

	Total No. of People Employed			% Share of KZN Employment			% Share of Amajuba Employment		
	1998	2008	2018	1998	2008	2018	1998	2008	2018
KZN	1840575	2519695	2636523	100	100	100			
Amajuba	80630	108020	113762	4,4	4,3	4,3	100	100	100
Newcastle	61342	84298	91054	3,3	3,3	3,5	76,1	78	80
Emadlangeni	7242	8944	7836	0,4	0,4	0,3	9	8,3	6,9
Dannhauser	12047	14777	14872	0,7	0,6	0,6	14,9	13,7	13,1

Source: IHS Markit, 2019

The economy of the ADM is formed by the formal and informal economic centre. As such, employment within the jurisdiction is split as such. The table below combines the number of people employed within the formal and informal sector.

Table: 156:Formal and Informal Economic Centre

Sector	Amajuba	Newcastle	Emadlangeni	Dannhauser
Agriculture	4 620	3 911	289	420
Mining	403	186	76	140
Manufacturing	15 244	12 613	1 046	1 586
Electricity	292	227	19	46
Construction	8 343	6 763	596	984
Trade	28 165	22 081	2 510	3 574
Transport	7 616	6 069	632	916
Finance	12 914	10 142	1 042	1 730
Community services	23 346	18 903	1 704	2 739
Households	8 761	6 769	661	1 331
Total	109 704	87 664	8 575	13 465

Unemployment continues to be a major challenge especially in Dannhauser which is a rural area and highly dependent on agriculture. The Amajuba Family of Municipalities does adhere to local government frameworks such as EPWP to afford communities with a job opportunity and the development of skills. This is further supported by initiatives through LED initiatives amid at poverty alleviation and skills development. Unemployment rate (official definition) is as per the table below:

Table: 157: Unemployment Rate by Percentage

Year	Amajuba	Newcastle	eMadlangeni	Dannhauser
2014	31,9%	30,3%	30,3%	40,7%
2015	31,9%	30,3%	30,2%	40,8%
2016	33,7%	32,0%	31,7%	43,0%

6.3 SUPPORT TO SMMES

The ADM is planning to develop a five-year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM. The new EPWP Amajuba DM policy has now been integrated to include all three sectors namely Infrastructure, Social and Environmental.

The LED strategy deals extensively with SMME Development and specifies the programmes that need to take the portfolio competitive. The injection of income in communities, participation of beneficiaries and utilization of assets will enhance the livelihoods and local economic development. All infrastructural projects are now being aligned to include SMME development via the MiG, EPWP and WSIG programmes.

All contracts involved in the provision of infrastructure are expected to contribute to the SMME and Entrepreneurial development. Through the Municipal Infrastructure Grant (MIG) municipalities are required to use the "Guidelines for the Implementation of Labour-intensive Infrastructure Projects" for the identification, planning, design and construction of every project financed through the MIG and ensure that SMME development has now been introduced via the contracts. This section of the LED Plan sets out the LED strategy. It serves to set out a rationale for the strategic thrusts that are considered as the most significant and impactful areas for intervention to stimulate and grow the Amajuba District economy. It highlights the number of programmes to be implemented together with the projects that need to be undertaken.

6.4 LOCAL ECONOMIC DEVELOPMENT

6.4.1 LED Functionality And Capacity

The municipality is currently using the LED Strategy that was adopted in May 2021. The current LED strategy is on the last year of its 5yr cycle, and a new strategy will be developed in the 2025/2026 financial year.

Although the district municipality is doing its utmost best in terms accommodating and responding directly to the MEC comments from the previous years, some of the issues raised are organizational in nature and cannot be sufficiently responded to until the organization has achieved financial stability.

Amajuba District Municipality has a functional local economic development forum which is commonly known as AFLED (Amajuba Forum for Local Economic Development). The anchors of AFLED are the

three local municipalities and the government sector departments. Functionality of the forum has not been satisfactory lately, with the attendance and meaningful participation on a constant decline.

One major challenge that has been facing Amajuba Local Economic Development Unit has been the minimal allocation of funding for programmes and projects. This has somewhat had a negative bearing on the implementation of the annual LED Implementation Plan. It is either we implement a very small percentage of the programmes or none. This has led to a situation where the implementation plan looks similar over the years as we try to cover the gaps or implement what could not be implemented due to budget constraints.

To lure more investments to the district, the district municipality responded to the call by the Cabinet Lekgotla to establish a district development agency (DDA) which would have been responsible for the facilitation and implementation of catalytic project. A feasibility study was conducted and presented to council who resolved that the chosen implementation option be deferred to a financial year where the municipality would be more financially stable. To date the municipality, has not yet established a DDA. The municipality would continue to evaluate its financial state and consider establishing the DDA if conditions are favourable.

6.4.2 Annual Review of LED Implementation plan

As alluded to in the previous paragraph that the municipality does everything in its power to review the implementation plan, however the funding challenge makes it impossible at times as there are no new programmes or projects to implement. Instead, the municipality would spend three financial years trying to implement the plan of one financial year, given the limited funding allocation. New programmes or projects would be introduced but would be unfunded.

The municipality would only have a meaningful implementation plan once it has a full budget attached to it. As it stands, it would not make service delivery sense to have a long wish list just to respond to compliance calls.

6.4.3 Identifying and evaluating strategy options

The situational analysis and the feedback from the key stakeholders; highlighted the key issues and areas for intervention. It is through a system of assessment/evaluation that the key strategy options become clear for development.

Generate Actions for Pursuing Priority Objectives

Table: 158: Generate Actions for Pursuing Priority Objectives

PRIORITY OBJECTIVES	SUGGESTED ACTIONS
Tourism, Arts, Culture & Sports Development	Revive tourism structures with political buy-in and private sector participation Building on retail & entertainment facilities Anchor developments for tourism & sport Promote cultural product sales Improve signage Social Media Marketing
Skills Development	Skills database development Education programmes Meeting the gaps in the economy

PRIORITY OBJECTIVES	SUGGESTED ACTIONS
	Promote SMME development
Informal Economy Support	Permits and registration MoU with financial institutions Allocation of sites Working with retailers to create harmonious working conditions
Wholesale & Retail Support	Improve access to funding for SMMEs Parking management system Working with informal traders to create harmonious working conditions Building retail and entertainment facilities Improved services in the CBD to create better conditions for business
Green Economy Development	Green Economy Strategy Implementation Explore options for energy development Recycling Greening or buildings and spaces
Clothing & Textile Development	Explore opportunities for SMME development Training and certification Funding for new businesses. Input into the supply chain. Build a Clothing & Textile Hub / Incubation
Mining Beneficiation	Look into new mining opportunities Utilisation of old mines for agricultural activities Supply chain SMME development
Agricultural Development	Develop an Agri-park Agri-business development Explore new high value crops e.g. cannabis and hemp
Information, Communications & Technology Development	Improved connectivity Improved access to information Fiber connectivity Spaces for community access
Agricultural Hemp and Cannabis Oil Development	Explore the opportunity for these products Development plants for the cannabis oil Agri-business development

As seen from the above list, many of the actions are repeated across the objectives and this indicates the need for refinement of the objectives into strategic areas for intervention. It must also be noted

that this list of suggested actions is not a comprehensive list but a list of the most important areas for intervention.

6.4.4 Key Strategic Areas for Intervention

The key areas for intervention in the Amajuba District Municipality area:
Tourism, Arts, Culture & Sports Development;
Skills Development;
Informal Economy support;
Wholesale & Retail Support;
Green Economy Development;
ICT Development;
Agriculture Development; and
Mining & Manufacturing Jumpstart.

6.4.5 Strategic Programmes Responses

The municipality subscribes to the Contract Participation Goal (CPG) policy which is incorporated to all the works outsourced by the municipality. All tenders which meet the minimum prescribed threshold for sub-contracting would ring-fence certain packages of the works and allocate them to vulnerable groups.

The municipality relies on its IGR policy and institutional structures to interact and collaborate with its family of local municipalities. Areas of support would be programme or project specific depending on the nature of support required by that LM. Other municipalities are self-sufficient and require minimal support from the district municipality.

6.4.6 Ease of doing Business/ Red Tape Reduction.

In 2012, the municipality developed the Investment Promotion & Facilitation Strategy (IPFS) which was aimed at sourcing, promoting, communicating with and attracting potential investors to influence them towards investing in Amajuba district; to facilitate and maintain new and existing investor relations; to influence the establishment of new investment; and the retention and expansion of existing business. The strategy directly points out strategic areas of intervention, with the key threats outlined in the SWOT analysis of the LED Strategy. Page 93 of IPFS outlines themes, programmes and projects formulated in response to the challenges faced by the district as far as investment promotion is concerned. All key threats or constraints under Ease of doing Business/Red Tape Reduction are outlined in this document.

The IPFS identify specific interventions to the challenges identified under Ease of Doing Business / Red Tape Reduction.

6.4.7 Funding and Implementation

Amajuba District Municipality LED has been functioning with a minimal budget for a very long period. The budget for the current financial year is currently sitting at R1,2 mil for all projects and programmes.

The municipality has made numerous efforts to source external funding, but all the business plans are outdated. No budget has been committed to reviewing or developing new business plans. Most

Development Funding Institutions always require new and bankable business plans. As a result, sourcing external funding from both the private and public sector funders has ben a challenge. Both the LED Strategy and the IPFS identify potential funding sources but in most cases the municipality does not meet the funding criteria because of outdated business plans.

The district municipality has since shelved the plans to establish a District Development Agency. This is due to the financial instability of the municipality now. As a result, the municipality does not have a special purpose vehicle to implement catalytic projects that have the potential to revive the district economy.

At the break of Covid-19 the municipality, all the municipalities were instructed to develop District Economic Recovery Plans (DERP), which Amajuba complied and developed as well. Most of the listed projects were catalytic in nature and required huge amounts of money to be implemented. The DERP remains as white elephant documents that never saw the light of day because of funding constraints. All the proposed catalytic projects are spatially referenced on the District One Plan Document.

6.4.8 Strategic Thrusts & Action Plans

The strategic thrusts and programmes that are presented below stem from an understanding of the key challenges that face the Amajuba District economy. It is envisaged that the implementation of these programmes will assist in minimizing or even overcoming these challenges. This section of the plan sets out each strategic thrust and the related programmes that should be implemented in order to achieve the strategy. Each programme will have a series of projects/actions that need to take place. These projects/actions will be detailed below in a tabular format.

An element that needs to be highlighted is the importance of building the district as a destination for attraction and growth of business in all areas of the economy. This should be in line with the stipulations within the Investment Promotion & Facilitation Strategy. Building a place where people want to invest, build a well-rounded social and community life to ensure that people (and their families) moving to the area will settle in the area and not commute weekly and/or monthly; and those living in the district will also enjoy a more fulfilled life with access to greater number of facilities. This will serve to curb the economic leakage in the area and further grow the economies local spend.

6.4.9 Strategic Thrust 1: Tourism, Arts, Culture & Sports Development

Tourism has been an area of the local economy that has been uncoordinated and left without a clear direction for marketing the area. One of the key factors is that the area is not known for any specific tourist attraction, around which to structure tourism. The area presents insufficient tourism activities to keep tourists in the area for a longer time. This is further exacerbated by the limited facilities of a good standard for hosting events, the lack of signage and no packaged tours in the area. The sectors of arts, culture and sports, which is linked to tourism and community development is also limited.

Programme 1: Revive Tourism Structure

It is key for a structure to be established and formalised, which shall be focussed on all areas of tourism in the district. It is imperative that this structure is comprised of both public and private members. Representatives from the LED Committee should also serve on this structure to ensure the streamlining of tourism and LED initiatives. The role of this structure would be to grow the tourism

industry in the district and to assist the tourism service providers in varying ways depending on their needs.

Programme 2: Conduct Feasibility Studies

Each of the LMs need to review their by-laws and conduct feasibility studies for improving facilities and creating attractions for both tourism and community development. These refer to sporting facilities, entertainment areas, and tourism attractions.

Programme 3: Tourism Marketing

Marketing of the area as a tourism destination needs to be handled by the tourism agency and this needs to be done for the tourism facilities and products including the arts and cultural products. The impact of social media should not be underestimated in the marketing of the area. Social media platforms such as Facebook, Instagram and Twitter should be utilized to the maximum to create wider awareness and attraction to the area.

Cultural products can be sold online from the area, thereby allowing the local producers of arts and cultural products to be sold more widely. One of the key areas that need to be considered is working with tour companies to market the district and to create a regular tour of visitors to the area and create a steady stream of tourists thereby assisting the tourism industry in the Amajuba District.

Strategic Thrust 2: Skills Development

The Amajuba District is experiencing misalignment in the local economy regarding the skills required by business and the skills available in the area. This is in part because many large companies (mining and manufacturing) have closed leaving many unemployed and in need of re-skilling. It is also to be noted that training institutions need to be providing relevant courses and qualifications, which must be in line with what is needed by the businesses in the area. The need here it to bridge the gap between the need and what is available. This will create employment and limit economic leakage.

Programme 1: Develop a Skills Database

It is imperative that the local municipalities conduct and create skills databases in a two fold manner. A database of the skills required by existing and new businesses is captured together with a database of the skills available in the area so businesses and individuals can be matched, and the gaps can be identified.

Programme 2: Tailor Qualifications to the Skills Needed

As the databases are populated, it will highlight the areas of skills needed. The educational institutions in the area can then take the lead to tailor courses to skill people with that which is needed and create an employable population.

Programme 3: Create a Memorandum of Understanding with Businesses

While the skills set is created and the gaps can be filled, there is a need for business in the area, both existing and new, to provide a commitment to the people of the area that they will employ local people to fill positions as far as is possible.

Strategic Thrust 3: Informal Economy Support

The informal economy is a feature in the South African economic system that needs to be recognised and regulated to allow both the formal and informal economy to operate harmoniously in the same environment. The Amajuba District is no different to this reality. The operators in the informal economy are currently experiencing several challenges and there are tensions between the formal businesses and informal operators. Some of the issues pertain to the registration of permits and licensing; zoning and rentals; enforcement; and the allocation of sites.
Amajuba District Municipality will formulate the Informal Economy policy during the 2024/2025 financial year

Programme 1: Establish the Amajuba District Integrated Compliance & Regulatory Forum
This forum needs to be set up to follow up and be the body to check up on the informal sector to ensure that the regulation and informal policy is followed. Informal traders should make application to this forum to be handled thereafter by the municipality to assess whether the activity should be permitted. This is a manner of limiting the number of similar activities to one another and to the formal businesses. Systems for the registration of businesses and rental arrangements also need to be put into place.

Programme 2: Site Identification for Informal businesses
Appropriate sites for informal businesses and trading must be identified to regulate the informal sector and allow them to operate in a harmonious manner and in line with zoning and will make for ease of enforcement of regulation.

Strategic Thrust 4: Retail and Wholesale Support

The Amajuba District has a limited number of retail and wholesale facilities, which is a reason for the economic leakage from the area. People who work and live in the area have limited opportunities for shopping and therefore travel to urban centres outside the area to access those goods. This further put pressure on the local businesses which do not perform at their fullest potential. This limitation is also a factor for people employed in the area not living there on a permanent basis. There is a need for these services to be enhanced to create a more vibrant economy.

Programme 1: Business Retention & Expansion
The businesses in the area (retail and wholesale) need to be maximised and incentives need to be put in place for them to remain and expand where possible. SMME development needs to be encouraged to get newer businesses to add to the competition and create a robust retail sector.

Programme 2: Attraction of New Business
Activities and new shopping experiences need to be attracted to the area to entice families to utilise local facilities to a greater extent. Investment policy incentives should be applied to attract these new businesses e.g., movies, arcades, and shops to provide greater shopping and entertainment experiences in the area.

Programme 3: Marketing of facilities for further investment
The creation of an economy that is vibrant, robust and provides a holistic lifestyle for families is a key drawcard for future investment. This can be used as a marketing point in investment promotion proposals for the area.

Programme 4: Banks to relax red tape for funding SMMEs

The challenges faced by SMMEs to receive start-up funding or funding for expansion from financial institutions is a reason that many potential businesses are never started up. The Municipality should work with banks and other funding agencies to get them to make it easier/reduce the red tape for SMMEs to access loans to set up their businesses. Finalize Memorandum of Agreements with the banks to relax red tape for businesses.

Strategic Thrust 5: Green Economy Development

The green economy refers to two interlinked developmental outcomes viz:
Growing circular economic activity, which leads to investment, jobs and competitiveness in the green industry sector; and
A shift in the economy towards cleaner industries and sectors with a low environmental impact compared to its socio-economic impact.

The municipality has a responsibility in terms of the legislation to pursue both renewable energy and energy efficiency projects within its jurisdiction. It is recognised that there are many cross-cutting roles and responsibilities regarding the green economy, therefore decentralisation of this function is best suited. It needs to include the private sector, civil society and all levels of government. Given the current challenges with ESKOM as an energy service provider, it is imperative that the municipality starts to look at alternative energy sources. This is particularly important for an area that has a large manufacturing and mining base, which requires a constant supply of energy.

Programme 1: Formulation of Green Economy Plan

The Amajuba District needs to appoint a consultant to prepare a holistic green economy plan, which must be streamlined with the Integrated Development Plan, to explore all the options of greening the municipality.

Programme 2: Promotion of Solar and Wind Energy

This option must be considered when projects are being proposed in the area. This could be understood to be solar energy generation plants and looking to the manufacture of the components for solar energy thereby creating new and numerous green employment opportunities in the area.

Programme 3: Promotion of Recycling

Further education and facilities for recycling needs to be provided particularly around plastic and electronic waste.

Programme 4: Explore possible greening options

There are several additional options that need to be considered and explored. Those that are considered most suitable for the local context should be further investigated. These include Waste to Energy (W2E), Embedded Generation, Industrial Symbiosis and Bioenergy. These should be further investigated and unpacked in the Green Economy Plan.

Strategic Thrust 6: ICT Development

The Amajuba area, like the rest of the world has a heavy reliance on Information, Computers and Technology in daily life. Businesses and individuals alike depend on this technology being available for daily functioning. Being located a fair distance away from major centres, makes the need for ICT to be available at reasonable costs even more important. However, the area battles with the lack of

affordable Internet connectivity and the poor enforcement of regulations around this issue. Local people are also limited in their skills in using ICT, which has a direct effect on employability. There is also a limited space where the youth can access the ICT facilities.

Programme 1: Improve ICT infrastructure

There is an identified need to improve on the current internet connectivity, which is deemed to be of poor standard. In addition, facilities in remote sites have limited security resulting in them being damaged. With the increased need for ICT in daily life, the infrastructure needs to be improved to increase competitiveness and make the area attractive to business.

Programme 2: Improve ICT Skills

As computer skills is the way of the world, it is important to ensure that the population is empowered with the computer skills, and this is especially important for women and the youth.

Programme 3: Support for innovative infrastructure

For the area to remain relevant and attractive to new businesses, the municipality needs to work with leaders in the field to ensure they are aware of new and innovative infrastructure available to business.

Strategic Thrust 7: Agriculture Development

Agriculture is one of the main economic sectors in the Amajuba District and there are several areas of strengths and challenges in this sector. There is also significant room for growth and expansion of the sector. There are opportunities for new high value products that can be produced in the area together with the movement of processing the agricultural produce to higher value products. There is a need for this sector of the economy to be given an injection of attention and investment to allow it to function at its full potential. Some of the issues that affect the sector's performance is the operations of all agricultural stakeholders taking place independently of each other, thereby limiting the impact of the sector.

The sector suffers from negative perceptions, and this deters young people from getting involved in agriculture. The new and modern knowledge pertaining to agriculture and agribusiness and agro processing is not known widely to the youth. Issues around climate change and its impact on agriculture also needs to be understood and planned around.

Programme 1: Establish an Agricultural Support Unit

The issue of the various players viz emerging and commercial farmers, government associations, agencies and private sectors in the agricultural sector operating in silos is problematic. There is a need for a platform on either District or local level where agricultural stakeholders can centralise and coordinate agricultural activities and to improve communication amongst sector role players.

Programme 2: Link to Regional Economic Development

The duplication of services that exists increases the competition amongst farmers within the region thereby reducing local markets and prices that consumers are willing to buy farmers products. It would be beneficial to understand who grows what product and in what geographical area and to try and promote different crops in specific areas to widen the products available. It is also beneficial to

establish and update the Bioresource Unit (BRU) data for the area and use this to motivate the expansion and diversification of the crops that are grown in the area. Agri-parks become important in this expansion process.

Programme 3: Advancing primary, secondary, and tertiary sectors

Agribusiness and the agriculture industry in South Africa is constrained by human and institutional capacity deficits. This is no different in the Amajuba District. The negative perception around agriculture is a further burden that the sector faces. The general perceptions are associated with hard physical labour, low wages, "dirtiness' and uncertainty. As a result, young people rarely choose this as a career. Promoting knowledge around modern enhancements in the sector and the business of agriculture is important to ensure the continuity of the sector. The community needs to also be educated around the opportunities in the secondary and tertiary sectors through agriculture.

Programme 4: Exploiting STI to advance sustainability, competitiveness, and productivity

Climate change is affecting the agricultural production the world over. This fact cannot be ignored and there is a need for the municipality to plan around this together with the farmers and stakeholders. Together with climate change comes the need for the preservation of natural resources, which needs to be enforced through the appropriate laws and regulations. The youth confront specific issues in entering the sector including access to assets such as land, credit, water, equipment, and services. This limits their ability to enter the sector.

Land traditionally would belong to adults and without the land on their name, it is difficult to apply for credit without collateral. There is a need for the youth to receive support from local leaders and financial institutions to assist them to starting up agriculture businesses and to attract investors into the area. The issue of land claims needs to be resolved as speedily as possible to open the area to investment as this uncertainty over land ownership deters businesses from entering the area.

Programme 5: Linking LED to Corridor Development & Sub-National Cross-Border Programme

The challenge that Amajuba farmers experience are the demarcation of borders between provinces and regions disable business from taking place. This includes markets, services, and capacity building. There is a need to facilitate and coordinate an understanding between provincial authorities to relax legislation that prevent exchange of information, services and access to markets between provinces.

Programme 6: Promoting New High Value Crops

In aid to promoting the agricultural sector in the Amajuba District, it is important to look at new, high value crops. Of specific interest is the growing of hemp and cannabis and the production of cannabis oil. Hemp is grown for its various uses including hemp flour, hemp oil and fibres for clothing and industrial textiles. It is also used in animal feed and for medicinal purposes such as CBD oil and in industrial applications including building materials and paints.

The trade of hemp is controlled by the Medicines Act in South Africa which has impacted on the cultivation of hemp as a viable resource that could substantially grow South Africa's economy and provide sustainable jobs reducing unemployment rates in the country. Cannabis oil is extracted from hemp and cannabis and is used mainly as the main ingredient in many consumable and topical

products. These products are in high demand across the country, and it should be investigated in greater detail to initiate production.

Strategic Thrust 8: Mining and Manufacturing Jumpstart

The mining and manufacturing sectors of the Amajuba economy has been severely impacted by the closure and downscaling a few companies. While there has been growth in small scale mining, they are not able to contribute significantly to the employment in the area. The large number of abandoned mines present a challenge to the area as these are left untended. The closure of manufacturing concerns that relied on coal is a further challenge to the mining industry as is the old and aging mines that are reaching their limits for extraction.

The closing of the Chinese and Taiwanese manufacturing concerns has not only affected employment in the area but has also had an impact on the clothing and textile industry. As the situation presents itself, there is a limited opportunity for job creation. The pressures from electricity provision, the impact of HIV/AIDS, water supply challenges make growing the industry challenging. This however presents opportunities for the manufacturing and mining sectors to explore new ways of operating and to investigate beneficiation of products and to also explore the supply chain of products required in the area and develop these sectors accordingly.

Programme 1: Rehabilitation of Abandoned Mines

Old and abandoned mines present opportunities for new economic opportunities in the district. Mining companies to fill and cover the sites with fertile soil and to promote agricultural activities in the area. Further, they could utilise the sites as small-scale mining training facilities. These options need to be explored further through dedicated research teams that are specialists in the mining industry.

Programme 2: New Mining Opportunities

The Amajuba District needs to be assessed for potential new mining opportunities, especially to provide small-scale mining companies opportunities to grow.

Programme 3: Mining Beneficiation

One of the key issues that faced the mining industry is the decrease in demand for export anthracite from KZN. Higher value products were sort after. Therefore, the opportunity presents itself for the beneficiation of mining products. Beneficiation improves the economic value of the ore by removing the gangue minerals, which results in a higher-grade product and a waste stream. As such the products being mined need to be assessed for mining beneficiation process.

Programme 4: SMME Development

The downscaling and closing of large companies in the mining and manufacturing sector has left many people unemployed. Many have skills and some others are being skilled at the educational facilities in the area. This is the prime setting for the promotion of entrepreneurship and SMMEs in these sectors. The supply chain analysis of the sectors will bring to light several business opportunities that can be taken up and create a robust manufacturing and mining sector. These can include transport, catering, supply and delivery, manufacture of components for industries in the area and repair services.

Table: 159: Projects per Programme

Strategic Thrust	Programme	Projects
Tourism, Arts, Culture & Sport Development	Revive Tourism Structure	Establish Tourism Agency
	Conduct Feasibility Studies	People's Park Concept
		Maboneng Concept
		Jumpcity
		Sterkinekor/Nu Metro Cinemas
		Gaming arcades at malls
		Spas
		Newcastle pool upgrade
		Phelandaba Sports Complex
		Amcor Dam Upgrade
		Balele Game Park Upgrade
	Tourism Marketing	Create a marketing agency
		Engage with social media marketing
		Establish online stores
		Set up contracts with tour groups to include the district in tours
		Improve signage in the area.
Skills Development	Develop a Skills Database	Establish a skills agency in the municipality
		Appoint local interns to conduct the surveys with the communities
		Appoint local interns to conduct the surveys with local businesses
		Create and maintain a live database
	Tailor Qualifications to Skills Needed	Offer work readiness programmes
		Implement occupational qualifications which requires theory, practical and workplace experience.
		Monitor and evaluate the relevance of the training provided.
		Encourage self-employment
		Short courses and workshop to address the gaps
	Create a Memorandum of Understanding with Business	Meetings with industry to accept learners to gain workplace experience
		Finalise MOUs to accept learners and qualified graduates from the local institutions
Informal Sector Support	Establish the Amajuba District Integrated Compliance & Regulatory Forum	Appoint members of the local municipalities and members of the informal sector to the forum.
		Establish a informal economy policy for the Amajuba District municipality
		Assess applications for informal trading.
		The forum is also to regulate the registration and rental of informal businesses.
	Site Identification for Informal business	The local municipalities to identify appropriate sites for the informal traders.

		Site identification for informal businesses including manufacturing e.g., manufacturing hubs
Retail and Wholesale Support	Business Retention and Expansion	Explore the options to give businesses rental discounts or utilities discounts to keep them operating or expanding
	Attraction of New Businesses	Establish incentive schemes to attract new businesses
		Hold meetings with targeted businesses that would bolster the lifestyle and the economy of the district
	Market these facilities for investment	Utilise the investment plan and incentive schemes in the marketing of the area to potential businesses.
	Banks to relax red tape for funding SMMEs	Meetings to be held with banks and lending institutions.
		Formalise agreements and MoUs with banks to assist SMMEs in accessing funding.
Green Economy Development	Amajuba Green Economy Plan Formulation	Prepare Terms of Reference for the Green Economy Plan
		Appoint a consultant to undertake the project
		Adopt the Green Economy Plan
	Promotion of Solar and Wind Energy	Conduct a land audit
		Call for expression of interest from developers
		Market the area to solar and wind component manufacturing companies
	Promotion of Recycling	Co-ordinate with other municipalities to participate in activities
		Conduct educational programmes at schools
		Explore options regarding the electronic waste
	Explore Possible Greening Options	Explore new and innovation greening options through research and the formulation of the Green-economy plan.
ICT Development	Improve ICT Infrastructure	Conduct Feasibility Studies on Wireless mesh networking (Imvula)
		Provide unused bandwidth from the municipality to communities for free
		Provide a forum for ISPs to discuss issues such as compliance, coverage etc.
	Improve ICT Skills	Training Programmes
		Facilities for Internet access
		Mega hotspot
	Support for Innovation Instructure	Work with leaders in the ICT field to access innovative infrastructure for the area.
Agriculture Development	Establish an agricultural support unit	Rebirth of agricultural forums
		Agri-parks programme
		Agri-villages programme

	Link to Regional Economic Development	Establish a live database of farmers geographical position and products being produced
		Cross-border alignment programme
		Agri-parks programme
		Generate and update Bioresource Unit data (BRU) reports
	Advancing primary, secondary and tertiary sectors	
		Skill Development Units
		Youth Incubation Programme
		Agri-parks programme
		Agri-villages programme
		Mentoring Programme
		SMART Farming (Simplified Management in Agriculture by using Research and Technology)
	Exploiting STI to advance sustainability, competitiveness and productivity	Green Economy IPPs
		SMART Farming
		Government Regulations relaxation
		Land Reform
	Linking LED to Corridor Development & Sub-National Cross-Border Programme	Agri-parks programme
		Cross-border alignment programme
	Production of new high value products	Appoint an Agriculture expert to assess the viability of growing hemp and cannabis in the area
		Undertake feasibility studies for the growing of the products and for the extraction of the cannabis oil
		Establish agri-businesses to initiate this new opportunity.
Mining and Manufacturing Jumpstart	Rehabilitation of Abandoned Mines	Repurposing mines for agriculture
		Utilise old mines as training grounds for small-scale mining
	New Mining Opportunities	Feasibility studies on opening new mining sites
	Mining Beneficiation	Investigate the opportunities for beneficiation
		Feasibility studies
	SMME Development	Supply chain analysis
		Assist SMMEs with accessing finance
		Promote SMME development through the supply chain

6.5 POTENTIAL EMPLOYMENT / JOB CREATIONS

The Amajuba District EPWP Programme 2024/25 to 2028/29

The AMAJUBA DM EPWP plan and policy has been adopted and approved for implementation and family of municipalities for Newcastle Local Municipality, Emadlangeni Local Municipality and Dannhauser Local Municipality.

AIM

The Amajuba DM vision and mission is currently based on the NDP were EPWP has a clear and limited mandate.
"To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development."

*We are now n 2024/25 ,The national public works has launched :**The Strategic Focus For EPWP Phase V And It's Framework as follows:***

In the National Development Plan 2030, the EPWP is positioned to contribute to Government's goals of alleviating poverty, developing local communities, providing work opportunities and enhancing social protection. The focus of the EPWP Phase V will be as follows:

Strengthening the coordination of the programme
Improve monitoring of the EPWP projects
Massify the programme through the implementation of identified programmes of high impact.
Strengthen the exit strategies implemented by the programme through partnerships with other institution.





6.6 Planned Objectives

AMAJUBA DM EPWP PHASE 5 FOCUS AND OBJECTIVES

Challenge
Maximize Employment Generation through Infrastructure Initiatives

Interventions
Review of tender documents to be aligned to EPWP requirements
Labour Intensive Construction Method Training
Awareness creation on Labour Intensive Methods
Maximizing reporting on created work opportunities

Challenge
Fashionable skills provision – Skills that lure youth to participate in the EPWP Programme

Interventions
Linkages with Tertiary Institutions In order to align the skill requirements of various businesses with the available skill sets, it will be crucial for the Province to assess every TVET college in KwaZulu Natal. This is done in order to assess how well the training and skill-development programs match the skills that the various industries need.

Challenge
Upscale enterprise development

Interventions
Increase small business incubator programmes and local resources

Challenge
Create Exit Strategies

Interventions
The Province, to engage the Department of Labour with regards linking the Jobseeker database and the envisaged EPWP participants database.

The data seeks to enable all potential employers (e.g. government departments and private companies) to access skilled people as and when required.

Programme Impact	**Poor unemployed people will improve their well-being through:**	
	Employment Creation	1. Acquiring work-based skills and workplace experience enhancing their potential to find further work in the formal or informal sector.
	Income Support	2. Earning an increased income and improving their household security
	Development of community assets and the provision of services	3. Benefiting from improved service delivery and infrastructure in their communities.
	Monitoring and Stakeholder Engagement	4. Monitoring of all reported work opportunities and synergising the involvement of multiple stakeholders for various operations.

To improve to the quality of life for unemployed people through employment creation and increased income from the EPWP grants
To Reduced levels of poverty
To Reduced rates of unemployment
To Improved social stability through mobilising the unemployed in productive activities
To improve opportunities for sustainable work through experience and learning gained
To Increased contribution to the objective of halving poverty and unemployment by 2022.
To Increased number of Work opportunities and receive grants through the EPWP.

Table: 160: Employment Profile

LM Name	2014	2015	2016
	%	%	%
Dannhauser	40,7	40,8	43
Emadlangeni	30,3	30,2	31,7
Newcastle	30,3	30,3	32
TOTAL AMAJUBA DM	31,9	31,9	33,7

Source: KZN Provincial Treasury – LEDS (Amajuba District Municipality, 2020)

The assessment above on unemployment are based on the official definition, Dannhauser has the highest unemployment rate within the district. It is also evident that over the years unemployment rates are increasing throughout the district. The high level of unemployment, which continues to rise. Considering both the formal and informal sectors, official estimates place unemployment amongst the economically active population at between 30% and 40%. It is estimated that eight million South Africans are jobless.

Four universal principles have been introduced in EPWP Phase3 & must be adopted and implemented under the three EPWP sectors being:

INFRASTRUCTURE, NON-STATE, ENVIRONMENT & CULTURE, AND SOCIAL,
Phase 5 is started in April 2024 with new 5-year targets been set for Amajuba DM and to be presented after adoption.

AMAJUBA DM Phase 5 EPWP Priorities

- Clean Energy
- Waste Management
- Refurbishment / Renovation of Government Buildings – Retrofitting
- Road /Water Maintenance

Outcomes-implementation in line with the following guidelines

Employment of EPWP participants is governed by the following documents:

- Code of Good Practice for Employment and Conditions of Work for Special public Works Programmes.
- Ministerial Determination 4: Expanded Public Works Programmes.
- To assist public bodies with the process of selecting workers through a **fair & transparent process**, the EPWP Recruitment Guidelines were developed.

Transparency

Targeted community members shall be afforded opportunity to witness and participate in the entire recruitment process. Before the recruitment process commences, all involved must be made aware of the conditions. For work requiring persons with a particular profile:(e.g. Skills &qualifications) the selection criteria shall be specified before the recruitment of participants. A process for swift redress must be outlined and agreed upon by relevant stakeholders before the selection of participants.

Training of Participants

For all the EPWP sectors, project- based training aimed at capacitating EPWP participants remains an important part of EPWP.

Targeting of Beneficiaries/Participants in EPWP Phase III

The EPWP will target the poor and unemployed through a combination of geographical and community-based targeting, as well as self-targeting (through the wage rate).
Targeting to be done through a combination of:

- **Geographical Targeting**: Focus on poor communities and those with high number of unemployed
- **Self-Targeting:** Through the EPWP Minimum wage rate
- **Community Targeting:** Community selects those most in need through based on transparent criteria and process

6.6.1 MINIMUM REQUIREMENTS FOR EPWP COMPLIANCE

Table: 161: Minimum Requirements for EPWP Compliance

Outcome	Status Que	In progress
AMAJUBA DM EPWP phase 4 -5policy in place .	Approved	Phase 5 policy is under planning stage, awaiting provincial policy to be launched to align epwp KZN EPWP principles. (to be aligned to Amajuba)
3 -5-year target in place	Aligned to IG/MIG and WSIG	Ongoing based on implementation plan
Minimum wage rateR 126.64	All projects are paid above the MIN RATE	Awaiting National guidelines for maximum rate
Comply with ministerial determinations and EPWP framework	Adopted	Ongoing
Amajuba DM recruitment guidelines	Approved	Undertake recruitment in a most transparent manner as per the EPWP recruitment guidelines .
Reporting on new version	Complete	Reporting on version 2
Council induction	Date pending	Awaiting date to undertake the induction

Amajuba District Phase 4 Performance as at end of March 2024

Public Body Name	FY	WO Targets	Achieved WO	FTEs Targets	Achieved FTEs	WO Deficit	FTE Deficit
Amajuba	**2019/20**	291	438	102	113	147	11
	2020/21	293	345	102	118	52	16
	2021/22	294	427	103	137	133	34
	2022/23	295	395	103	128	100	25
	2023/24	296	504	104	116	208	13
	2024/25	324	739	105	131	415	26
Total		1794	**2848**	**616**	**743**	**1054**	**124**

The following table Indicates the Amajuba DM EPWP Progress as at End March 2025

1. Training days for Projects
2. Demographics

Project name	Work Opportunities (year)	Work Opportunities Women (year)	Work Opportunities Youth (year)	Work oppurtunities People with Disabilities (year)	Training Days	FTE
	739	281	447	3	880	131
ADM Water tankerand boreholes programme OM Support 202425	14	1	9		4	6
ADM BALELE DAM MAINTENANCE IG 202425	11	6	10		7	3
ADM PROPERTY MAINTENANCE IG 202425	48	35	22	1	45	18
ADM SOCIAL CARE GIVERS IG 202425	45	34	26		45	18
ADM WATER MAINTENANCE IG 202425	31	18	13		16	11
AMAJUBA DM COMMUNITY EMERGENCY RESPONSE TEAM Epwp Disaster (CERT)2023-	6	2	4			1
AMAJUBA NRW REDUCTION PROGRAM VIA REVENUE ENHANCEMENT(WCWDM)	46	9	27		344	13
Amajuba District Municipality Maintenance Business Plan 202425	6	2	3		30	1
CLIMATE CHANGE ADAPTATION PROGRAMME AT DANNHAUSER LOCAL MUNICIPALITY 2023-	10	8	4			2
Durnacol, Chelmsford and Braakfontein M&E Upgrade	10	2	8		20	1
Emergency Water Supply to Ramaphosa Phase 1-2: Hilltop Reservoir Bulk Water Supply	33	16	19	1	95	18
IG ADM PROPERTY MAINTENANCE 2023/24	78	49	34	1		10
IG ADM SOCIAL CARE GIVERS PROGRAMME 2023/24	44	33	25			3
IG ADM WATER WCWDM / MAINTENANCE 2023/24	45	28	25			6
MIG :Hilltop Settlements Water Supply Scheme	20	11	9		20	2
NDMC Rehab and Reconstruction of eMadlangeni Water and Sanitation Infrastructure Contract 1	4	1	4		36	1
PH 2 Construction of VIP eMadlangeni Sanitation Infills Wards 1 3 4 5 and 6	257	22	185		208	9
REHAB & RECON OF DANHAUSER WATER AND SANITATION C 3 NDMC	15	4	10		10	4
Refurbishment of the Utrecht Water Treatment Works	8		6			1
Water Tanker & pump stations support	8		4			2

6.6.2 AMAJUBA DM PHASE 5 TARGETS AND CURRENT PROJECTS IMPLEMENTED BY AMAJUBA DM

The targets are based on public bodies increasing their contribution to EPWP by increasing the average labour intensity as well as expenditure on EPWP. The targets for municipalities were determined based on the available infrastructure budgets for municipalities- the Municipal Infrastructure Grant which is available to all municipalities except:

Phase V Targets per Sector – Amajuba DM

Infrastructure							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Amajuba (DC25)	WO	172	179	186	193	200	931
	FTE	55	57	59	61	64	295
Environment & Culture							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Amajuba (DC25)	WO	92	105	99	101	104	501
	FTE	35	37	38	42	50	202
Social							

Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Amajuba (DC25)	WO	60	60	60	60	60	300
	FTE	15	15	15	15	15	75
Amajuba Phase V (DC25)	**WO**	**324**	**344**	**345**	**354**	**364**	**1 732**
	FTE	**105**	**109**	**112**	**118**	**129**	**572**

Infrastructure							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Newcastle (KZN252)	WO	479	499	519	539	559	2 596
	FTE	152	158	165	171	177	824
Environment & Culture							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Newcastle (KZN252)	WO	195	209	219	227	232	1 082
	FTE	50	137	63	70	80	400
Social							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
Newcastle (KZN252)	WO	350	350	350	350	350	1 750
	FTE	88	88	88	88	88	440
Newcastle Phase V (KZN252)	**WO**	**1 024**	**1 058**	**1 088**	**1 116**	**1 141**	**5 428**
	FTE	**290**	**383**	**316**	**329**	**345**	**1 664**

Phase V Targets per Sector – eMadlangeni LM.

Infrastructure							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
eMadlangeni (KZN253)	WO	36	37	39	40	42	193
	FTE	11	12	12	13	13	61
Environment & Culture							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
eMadlangeni (KZN253)	WO	80	85	85	92	96	438
	FTE	26	27	28	29	30	140
Social							
Municipality		2024/25	2025/26	2026/27	2027/28	2028/29	Total
eMadlangeni (KZN253)	WO	20	20	20	20	20	100
	FTE	5	5	5	5	5	25
	WO	**136**	**142**	**144**	**152**	**158**	**731**

eMadlangeni Phase V (KZN253)	**FTE**	**42**	**44**	**45**	**47**	**48**	**226**

Phase V Targets per sector - Dannhauser LM

Infrastructure							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Dannhauser (KZN254)	WO	89	93	96	100	104	482
	FTE	28	29	31	32	33	153
Environment & Culture							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Dannhauser (KZN254)	WO	363	374	392	409	415	1 953
	FTE	158	163	168	173	178	840
Social							
Municipality		**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	Total
Dannhauser (KZN254)	WO	120	120	120	120	120	600
	FTE	30	30	30	30	30	150
Dannhauser Phase V (KZN254)	**WO**	**572**	**587**	**608**	**629**	**639**	**3 035**
	FTE	**216**	**222**	**229**	**235**	**241**	**1 143**

AMAJUBA DM IG EPWP PLANNED PROJECTS FOR 2025/2026 ONWARDS

The targets for each municipality were based on the size of the grant allocation it receives. Given the different conditions and past performance, the underlying assumptions that determine the targets for the metropolitan municipalities are different from those for the rural municipalities. The key assumptions relate to the following parameters:

- Percentage of the conditional grant to be spent on EPWP projects
- FTE created per R million of EPWP expenditure.
- Average daily wage rate paid to EPWP workers.
- Average duration of a work opportunity.

Full Time Equivalent

The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE units or equivalent employees working full-time. In other words, one FTE is equivalent to one employee working full-time.



~~One year~~ → ~~365 days~~

→ ~~230 days~~

Demographic targeting

Targets for demographics in EPWP Phase IV Category Women Youth between 16 and 35 years Persons with disabilities

Category	Phase IV target
Women	60%
Youth between 16 and 35 years	55%
Persons with disabilities	2%

Demographic targeting In order to increase participation of the vulnerable groups of our society, demographic targets for youth participation is set at 55% in the EPWP Phase IV while targets for the participation of women and people with disability are set at 60% and 2% respectively. The targets for Phase IV designated groups are presented in the table below. Table 9: Targets for demographics in EPWP Phase IV Category Women Youth between 16- and 35-years Persons with disabilities The Code of Good Practice currently articulates specific targets for the proportion of EPWP participants that will be women, youth and persons with disabilities. In the EPWP Phase III, the targets for women and youth were 55% respectively, while the target for people with disabilities was 2%. Phase IV target 60% 55% 2% The EPWP has a variety of youth focused programmes, introduced as early as 2007, which include the National Youth Service (NYS) Programme that focuses on the training of youth between the ages of 18 to 35 in artisan trades in the built environment across the various spheres of government; the Youth Environmental Services Programme aimed at ensuring the participation of youth in natural resource and biodiversity management, and the Youth Mobilisation Programme aimed at supporting youth that have started community development initiatives that are socio-economic in nature to enhance the project outcomes.

The EPWP Universal

Principle 1

Implementation in the EPWP Phase IV Adherence to the EPWP minimum wage and employment conditions under the EPWP Ministerial Determination Many of the core features of the EPWP relates to the Ministerial Determination for the EPWP and the associated Code of Good Practice.

The EPWP Ministerial Determination sets out minimum wages and working conditions that are critical social tools for protecting vulnerable EPWP participants and for the EPWP to become more effective as a social protection instrument. Monitoring compliance with this legislation and taking action when there is a lack of compliance will receive greater priority in all the EPWP programmes. The EPWP programmes/projects must seek to achieve full compliance with this determination in Phase IV. •Work that complies with the Ministerial Determination and Code of Good Practice for Special Public Works Programmes will be categorised as falling within the EPWP programme. Compliance with the Ministerial Determination and Code of Good Practice requires that: 1. All EPWP participants receive the minimum daily wage/task rate for EPWP projects as set out on an annual basis. 2. All EPWP participants receive UIF coverage 3. All EPWP participants must be covered in terms of the Compensation for Occupational Injuries and Diseases Act (1993).

Principle 2

Implementation in EPWP Phase IV Selection of EPWP participants based on (a) a clearly defined process and (b) a defined criteria Given the international evidence of the importance of targeting in determining the impact of programmes like the EPWP on reducing poverty among EPWP participants, Phase IV agrees with defined targeting considerations ensuring fair and transparent selection criteria, but at the same time keep targeting operationally as simple as possible.

In order to keep targeting operationally simple and cost effective, the EPWP uses a combination of three targeting mechanisms namely:

1. Geographical targeting: As much as possible, all EPWP projects and programmes should be located in poor communities and recruit workers residing in those communities.
2. Self-targeting through the EPWP minimum wage: Anyone willing to work for the set minimum daily wage paid by EPWP projects. It is recommended that EPWP projects within one locality should pay similar wages.
3. Community-based targeting: This will be achieved through a project steering committee or similar structures.

Selection of EPWP participants based on (a) a clearly defined process and
(b) a defined criteria

The selection of each EPWP participant should be done on a clear set of criteria to minimise patronage and abuse during selection.

The selection should also happen in accordance with clear transparent and fair procedures. Criteria for EPWP participants:

1. Willing and able to take up the offered work.
2. Unemployed.
3. Living close to the project area (i.e. local).
4. Recruited through a fair, transparent, communitybased selection process as stipulated in the EPWP Recruitment Guidelines. 5. All EPWP participants to be above 16 years of age.

Principle 3

Implementation in the EPWP Phase IV Work provides or enhances public goods or community services For the EPWP to fulfil its transformative, developmental and social protection potential, the focus of developing assets and services that in particular enhance the social and economic benefits to the poor, is important.

The work output of each EPWP project should contribute to enhancing public goods or community services, with a bias towards the poor.

The core of this requirement is that EPWP projects are not deployed on activities that will benefit private companies or contribute to private sector profit generation. This excludes the use of private sector companies as implementing agents.
In addition to this, a focus on labour-intensive delivery methods while maintaining quality standards further enhances benefit. In the EPWP, collecting data and reporting on service delivery outputs is solely the responsibility of implementing public bodies. All projects and programmes should have mechanisms to measure and monitor the productivity and outputs of all work to ensure value for money. A record of outputs is compulsory and form part of reporting.

Principle 4

Implementation in EPWP Phase IV Minimum labour intensity (LI) appropriate to each sector A minimum LI benchmark appropriate to each sector has been set. Different types of programmes within each sector would also be encouraged to set their own benchmarks. Each sector has specified a minimum LI standard. Every EPWP programme/project must comply with the relevant sector LI standards set. Given that the minimum sector LI is part of the definition of an EPWP programme, this will form part of the compliance criteria contained in the EPWP Compliance Guidelines to be implemented and monitored

Co-ordination at our Family of Municipalities

District Steering Committee (DSC) The aim of the DSC is to facilitate and monitor all EPWP activities implemented within the municipalities. It is utilised as a forum to share policy and implementation challenges, solutions and streamline coordination to ensure that EPWP targets are met. The structure also ensures participation of all municipalities within the district.

- District Municipality as nominated by members of the DSC (Convenor).
- The provincial coordinating department.
- Sector coordinating departments.
- All municipalities within the District .

TRAINING AND ENTERPRISE DEVELOPMENT

Training of EPWP participants Training is a highly desirable element of EPWP, requiring an expansion and an increase in the quantum and variety of training to be provided. However, the Limited resources within the Amajuba DM Funds allocation resources available for training are limited and the provision of accredited training in South Africa is costly. To this extent, many programmes face a difficult choice of whether to use their funds to pay for training or to use funds for wages of EPWP participants (and thus either employ more participants or the same number for a longer duration). This is a very important trade-off, and the decision to use these resources for training would only be warranted if there is a high degree of confidence that the benefits of training outweigh those of providing more employment or longer duration of employment. The long-term benefits of providing further employment or training must be considered. In order to improve the training outcomes in the EPWP Phase IV, the following principles have been adopted with regard to project based-training:

The IG grant now allocated 2 % for training and is extremely limited for implementation .

•Training will remain critical but not compulsory for every work opportunity created and should be implemented where needed, based on availability of funding

• Training must be project based, meaning it must be aligned with project activities undertaken during the project implementation. Other training interventions not directly related to project implementation will be considered as a graduation or exit intervention. Project-based training is not limited to certain types of training programmes but allows any programme including skills programmes, learnerships as well as artisan development.

• Training targets should be determined by sectors at sub-programme level. Public bodies should set aside budget for training to augment the limited external funds. Whenever possible, training should be based on accredited programmes that can lead to a qualification.

• Training interventions should prioritise technical skills as enlisted in the priority course brochures for sectors. The priority courses will be found in sector plans. Capacity building interventions such as the provision of financial literacy training will continue. Other partnerships focused on improving life skills of EPWP participants are to be undertaken.

• All training activities, regardless of the funding source, must be reported on the EPWP reporting system as per the set prescripts.

• Training of participants through formal non-accredited training, accredited skills programmes and learnerships will continue in the EPWP Phase IV and may be linked to graduation strategies of a sector or programme. Further details on training are furnished in the EPWP Phase IV Training Framework.

To expand the funding for training and promote exit opportunities, the EPWP Training Unit will also:
•Establish and strengthen partnerships with government and other external funders outside government to explore other funding opportunities. Identify public and private partnerships with TVET colleges, Sector Education and Training Authorities (SETAs), community education and training college(AMAJUBA DM AWAITS THE MOA THAT IS UNDERWAY TO FINALISE THE TRAINING AGREEMENT WITH MAJUBA TVET COLLEGE)

• AMAJUBA DM THROUGH THE MIG AND WSIG FUNDING Undertakes recognized and non recognized training during implementation and is reported in the EPWPIRS .: Compulsory reporting is a required and also included within the SDBIP.

The following table indicates the work opportunities for Amajuba DM
Table 163: EPWP Phase 5 Plan

4.AMAJUBA DISTRICT MUNICIPALITY

5 YEAR targets and 3 yr PLAN FOR EPWP PROJECTS

Description							
		2024/25	2025/26	2026/27	2027/28	20228/29	**TOTAL**
	WO	**324**	**344**	**345**	**354**	**364**	**1731**
	FTE	**105**	**109**	**112**	**118**	**129**	**572**
EPWP							
EPWP GRANT IG PROJECTS							
ENVIROMENTAL							
EPWP :Env Grass cutting maintenance,Cleaning ADM PROPERTIES		55	55	55	55	55	275
EPWP :IG Cleaning of Donga /Invasive trees Balele		15	25	25	25	25	115
CLIMATE CHANGE ADAPTATION PROGRAMME AT DANNHAUSER LOCAL MUNICIPALITY		10	10	10	15	15	60
EPWP : Env Litter cleaning programme		0	0	15	15	15	45
Total		80	90	105	110	110	495
SOCIAL SECTOR							
EPWP: Social care givers programme2024-2029		45	55	60	60	60	280
Total		45	55	60	60	60	280
INFRASTRUCTURE SECTOR							
EPWP IG : Water inspectors and Water repairs man programme		45	55	55	60	50	265
Total		45	55	55	60	50	265
WSIG /MIG /INTERNAL INFRASTRUCTURE EPWP PROJECTS							
Pipeline Extension (Skobhareni)		30	105	90			225
Pipeline Extension (Eastborne)		30	61	-			91
Refurbishment and upgrade of Durnacol Water Treatment Works in Dannhauser		25		55			80
Sanitation Project (RHIP) NDH				20			20
Construction of Braakfontein Reservoir		-		10			10
Refurbishment of DNC WWTP,Tweediedale and Utrecht WTP				30	0		30
ADM Water tankerand boreholes programme OM Support		20		20	15		55
eMafahlawane Water Reticulation				10			10
Emadlageni and Dannhauser Pipeline refurbishment foe the dilapidated Asbestos pipes to prevent water losses in Utrecht, Dannhauser and Durnacol				30	40		70
Goedehoop bulk water and sanitation		20	20	10	5		55
Dannhauser Housing Development Bulk Water and Sanitation				40	10		50
Buffalo Flats Water Supply Scheme Phase 3B Hilltop		5	81	0			86
Amajuba Disaster Management Centre Phase 2		10					10
Buffalo Flats Water Supply Scheme Phase 4 infills hilltop							-
AMAJUBA NRW REDUCTION PROGRAM VIA REVENUE ENHANCEMENT(WCWDM)		46	40	45	35	35	201
O &M Amajuba District Municipality Maintenance Business Plan 202425		12	20	25	30	35	122
Durnacol, Chelmsford and Braakfontein M&E Upgrade		10					10
Emergency Water Supply to Ramaphosa Phase 1-2: Hilltop Reservoir Bulk Water Supply		40	20	5			65
NDMC Rehab and Reconstruction of eMadlangeni Water and Sanitation Infrastructure Contract 1		4	4				8
PH 2 Construction of VIP eMadlangeni Sanitation Infills Wards 1 3 4 5 and 6		257	100	50			407
REHAB & RECON OF DANHAUSER WATER AND SANITATION C 3 NDMC		15					15
Refurbishment of the Utrecht Water Treatment Works		8					8
Total		532	451	440	135	70	1628

6.6.3 AGRICULTURE

Amajuba District has both national and international recognition in terms of its biodiversity value. Thus, all planning processes need to consider biodiversity conservation as an integral component of the planning processes. The following issues need to be considered in the review of the Rural Development Plan:

Critically endangered ecosystems
Some parts of the district are described as either critically endangered or endangered ecosystems. The DRDP should take into consideration the ecological status of the district as they have both national and international biodiversity conservation implications.

Rivers
The river sources within the district are at a risk of degradation. If deterioration takes place, it is likely to result in poor water yield and water quality in the district to the detriment of development. Development planning in these areas should consider riparian management requirements and suitable flood lines. It is also recommended that development exclusion zones of 100m from the edge of rivers and streams be maintained to protect the catchment within the area.

6.6.4 RURAL DEVELOPMENT PLAN CHAPTER

Rural communities in different parts of South Africa are still characterised by poverty, inequality, limited access to basic social infrastructure, underdevelopment, and lack of economic opportunities, fragmented spatial patterns and environmental degradation. As a result, this has compromised the ability of these rural communities to rely on agriculture and subsistence farming for food and income/exchange benefits. Given the past planning practices in South Africa, inequality is most prevalent in rural areas since spatial planning never prioritised these areas. Proper land use practices in these areas were in most cases done in unsustainable manner. There were no proper plans in place to manage and guide development to maximise improvement of livelihoods of these rural communities. Consequently, these areas have been left displaced, segregated, underdeveloped, and impoverished.

The Department of Rural Development and Land Reform has published the Comprehensive Rural Development Programme (CRDP) to deal with various challenges with delivery from identification, initiation, planning and implementation. As a tool to address these challenges and to achieve the goals of the CRDP, the Department of Rural Development & Land Reform (DRDLR) has developed Rural Development Plans for all the District Municipalities in KwaZulu-Natal. These plans are well integrated and aligned with different spheres of government developmental activities. The purpose of the plans is to assist in identifying the development potential of the rural areas of and also ensure that the district's full development potential is achieved. The overall objective of the rural development plan for Amajuba District Municipality is to establish and grow economic development within the rural areas of the district. The more specific objectives are:
Unlocking rural economy through agriculture and tourism
Linking rural areas to opportunities through services
Linking rural population to opportunities
Harnessing and promoting natural assets

The plan is a practical working document with programs and projects reflected within the implementation plan, indicating priority programmes and projects in a phased manner, with the relevant monitoring and evaluation tools to measure progress of implementation. The rural plans aim

at unlocking rural economy through agriculture and tourism, linking rural areas to opportunities through services and harnessing and promoting natural assets.

The Department of Rural Development and Land Reform have committed catalytic projects from the various branches within the KwaZulu-Natal provincial office for the 2019/20 financial year that will be aligned and give effect to the implementation of the Amajuba District Municipality Rural Development Plan. As the plan is not a static document, it will need to be reviewed regularly. Great emphasis are being placed on Rural Development in the Spatial Planning and Land Use Management Act and the objective is to incorporate the DRDP into the IDP.

6.6.5 AGRICULTURAL-PARKS

Realising the salience of the agricultural sector in stimulating rural economies, the Department of Rural Development and Land Reform (DRDLR), the Department of Agriculture and other departments tasked with the mandate of promoting rural development, have proposed the establishment of Agri-Parks (APs) in all rural district municipalities across the country. These Agri-Parks will act as critical sites for providing intellectual and technical support for farmers, with a deliberate bias towards creating linkages between established and emerging farmers.

The Amajuba DRDP is aimed at targeting specific sectors that will revitalise rural economies. As such, it is defined by sector-specific projects, thus acting as a critical platform for multisectoral programmes and projects. Some of the key areas of intervention that the DRDP will focus on include the establishment of Agri-Parks (AP) as a means of stimulating rural economic growth. An Agri-Park is defined as a networked innovation system of agro-production, processing, logistics, marketing, training and extension services located at district level. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP comprises of three basic units:

The Farmer Production Support Unit (FPSU) – this a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, storage, processing for the local market, and extension services including mechanisation;
Agri-Hub Unit (AH) – this is a production, equipment hire, processing, packaging, logistics and training unit;
Rural Urban Market Centre Unit (RUMC) – the RUMC has three main purposes;
Linking and contracting rural, urban and international markets through contracts;
Acts as a holding-facility, releasing produce to urban markets based on seasonal trends;
Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

Agriparks therefore are catalytic sites for agrarian reform. Responding to the National Development Plan's (NDP) call for rural economic transformation, as well as Outcome 7 its emphasis on promoting food security through agrarian reform; Agriparks will act as agricultural industrial hubs. These hubs will be linked to existing rural villages and towns, providing key institutional, financial and spatial mechanisms for harnessing agro-related value chain belts and functional regions. Already, the government has set aside over R2 billion for kick-starting the Agri-parks programme across the country. The objectives of Agri-Parks are as follows:

Promote growth of the smallholder sector by contributing to the 300 000 new small-scale producers, as well as to the 145 000 new jobs in agro processing by the year 2020 (as set out in the NGP);
Promote the skills of and support to small-holder farmers through the provision of capacity building, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;
Enable producer ownership of the majority of Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
Bring under-utilized land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and
Contribute to achievement of the NDP's objective of fostering an inclusive rural economy and target of 1 million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

In Amajuba, the Agri-Hub will be supported by the FPSUs located in various parts of the district. Within these Agri-parks the following activities will take place:

Knowledge Transfer & Innovation – this will include development and training of farmers as well as people involved in agri-business, food and forestry sectors as well as agro-tourism. There will also be vertical and horizontal learning between emerging and established agri-business entrepreneurs. Agri-parks will act as hubs for harnessing competitiveness, resource efficiency, and environmental consciousness of agricultural research centres and firms.
Advisory Services – Agri-parks will be centres of excellence where experts disseminate information related to markets, investments, funding and other agriculture-oriented modalities.
Cooperation – there will be incubation of small-scale farmers as well as cooperatives within Northern KZN's districts. This will allow for small-scale agri-business operators to forge a critical mass that would enable them to compete in both local and global markets.
Investment in Physical Assets – the introduction of Agri-parks in Amajuba as well as other adjoining districts within KZN will be accompanied by massive investments in physical infrastructure i.e. road, pack-houses, and other related supporting amenities. Tied to that is the provision of basic services such as water and electricity.
Agri-Business Development – Agri-parks will act as critical hubs for the identification and harnessing of agricultural belts as well as agricultural value-chains. The spin-offs from agri-business development will transform rural towns and villages into vibrant economies.

6.6.6 LAND REFORM

The reform of an unequal distribution of land along racial division was one of the greatest challenges facing South Africa in the transition to democracy in 1994. Popular expectations were high that the new democratic government would affect fundamental changes to address the historic dispossession of land. The twenty years of implementation of the Land Reform Programme has seen several changes in strategy, the creation of numerous instruments to support redistribution, and more recently, a Recapitalisation and Development Programme to support production on farms.

However, land reform has not gone the way it was initially proposed and many newly settled black farmers happened to be worse off after acquiring access to land. Various reasons can be linked to this failure, but it is essentially due to the lack of a seamless alignment of both pre and post -settlement support services from government and the agricultural sector. These challenges remain, despite the proactive initiative of the Provincial Government in establishing the Agribusiness Development Agency

(ADA) to co-ordinate pre- and post-transfer activities in partnership with commodities and other role players.

The land reform programme can however, become a significant contributor to poverty eradication, economic growth and job creation in the province. This is dependent on the alignment of an effective pre-and-post transfer support programme in which government, commodity organisations, financial institutions and organized agriculture play their respective roles in providing an "envelope" of support services to new entrant black commercial farmers. It will also require the application of sound business practices to maximize production and explore opportunities in the agricultural value chain.

Analysis of the land ownership pattern in the Amajuba District Municipality indicates that 51% of the land is held privately (i.e. this means by individuals). Following private ownership, Trust ownership accounts for 18% and this is followed by commercial ownership (i.e. company) of 16% of the district land. The private, trust and commercially owned land comprise a total of 584 103 hectares or 84% of the total land in the district. State ownership accounts for 2.4%, municipal ownership 1.4%, and Traditional Authority land comprises 4.2% of the land area.

In terms of land redistribution, Emadlangeni currently has the largest number of land reform projects taking place within the Amajuba District which is seeing large portions of land being transferred to rural communities. Many of the projects identified correspond with the service satellites and service sub-satellites identified as secondary and tertiary nodes. Dannhauser Municipality is characterised by complex and intricate land tenure reform challenges, which include, farm dwellers that are established within commercial farms but are no longer providing labour to the farm and labour tenants with approximately 300 labour tenant claims being lodged with the Department of Rural Development and Land Reform. The process towards the finalisation of these claims has not been concluded.

6.6.7 AGRICULTURAL PROGRAMMES

The budget for LED implementation for the 2024/2025 financial year is as follows:

Geoinformatic Services	250 000,00
Agriculture	200 000,00
Satelite Imagery	350 000,00
Institutional Development and Transformation - Business Case Study to Convert ADM	200 000,00

The initial resolution amongst all the LM's and the DM was the LMs would move first and formulate their policies the DM would consolidate the district Informal economy policy. To date, none of the LMs have formulated their informal economy plans.

6.6.8 TOURISM

Tourism Development Plan exercise was embarked upon in 2012; aimed at unlocking the tourism potential of Amajuba District hence attracting investment opportunities. From the previous intervention by EDTEA, on funding Amajuba District Tourism Strategy; Amajuba District Municipality managed to implement a number of tourism initiates in order to create a platform for the tourism industry to operate hence created an enabling environment for tourism to thrive.

The ADM Tourism Plan is in place however outdated and requires review as the last tourism strategy was approved by Council in 2012. The ADM doesn't have sufficient internal capacity to review the plan

and requires funding to review the plan. The Tourism unit in Amajuba DM has 1 personnel (The Assistant Director: Tourism). The Department of Department of Economic Development (EDTEA) was approached by the ADM to fund the review of the plan. It be noted that the initial application was tendered in 2018 with a resubmission in 2019. Both documents were appraised at the meeting held between Amajuba District Municipality and EDTEA on 23 September 2020 and re submitted to EDTEA within a week's time. In March 2023 Amajuba District Municipality submitted an item to the Provincial Tourism and Investment Committee so the matter receives attention from the new MEC. The response was eventually received citing that EDTEA would be unable to fund ADM tourism strategy review due to financial constraints as funds had to be re directed to Covid 19 (healthcare response) and recent floods in the province. The response also cited that the KZN Tourism Master plan is also subject for review as a motivation for its funding has since been filed with KZN Treasury. EDTEA further encouraged ADM to make budget provisions for tourism strategy and to await the completion of the Provincial Tourism Master plan in order to ensure alignment in tourism planning. A strategic direction of EDTEA was also communicated for the financial support of programmes and projects that will facilitate direct job creation and infrastructure development once the tourism strategy review process is finalised by ADM.

The Amajuba District Municipality tourisms strategy reviewal is bound to be in line with KZN Tourism Master Plan and National Tourism Sector Strategy so alignment may occur at Local Municipality level. There currently is no Tourism Strategy to drive tourism development and marketing in the area hence informing alignment to Local Municipalities' Tourism Strategies. Newcastle, Emadlangeni and Dannhauser Local Municipality's tourism strategies were conducted in line with the Amajuba District's. All the above strategies have reached the end of their life cycles.

The review of the Tourism Strategy seeks to develop strategies and objectives formulated as part of previous planning initiatives developed for this region into a reality, through the creation of facilities and activities on the ground. It is also required to identify shortfalls in the development of tourism in the area, methods of marketing and promotion, development of facilities database, the identification of specific projects with business plans to support their implementation and the identification of sources for funding, etc. The Tourism Strategy will be used to guide all tourism planning, promotion, management and financial decision making in the Municipality for the next 5 years and should also include provision for monitoring and reviewing procedures. The Tourism Strategy is to be presented in such a way that it will function as separate manual to delineate areas of responsibility and guide implementation for the District Municipality and its three Local Municipalities

6.6.9 LED AND TOURISM LITERATURE REVIEW

The Amajuba District welcomes visitors to this beautiful and dramatic landscape that belies a history of war. Battle site, memorial and graveyards are scattered across the land as a testimony to courage of hundreds who lost their lives in the Transvaal War of Independence and the Anglo –Boer War. Despite the powerful sense of history, the region's name, Amajuba (place of doves') signifies a new era of peace and the celebration of our beautiful country and its people. It is difficult to measure the contribution of tourism to the district economy, since GVA from the tourism industry is spread across a number of other sectors. However, the total spends as a percentage to GDP in the District over the period of 2009 to 2018 has shown a decline from 3.9% to 3% in 2018. The contribution of this sector to total employment is 1.5%. The Amajuba District is not considered to be a major tourism destination within KZN due to its historical association with industrial and mining activities. However, it is a key

sector that presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. In line with the promotion of tourism, Amajuba hosts a number of tourist destinations, including, the Utrecht Balele Game Park, adventure trails, among others.

The tourism industry experienced a negative impact during Covid-19 pandemic. Post Covid-19 tourism has since become one of the focus areas of growth and development in Amajuba District and South Africa as a whole. It is imperative that the Tourism Unit and Tourism Sector/Industry in the District work together in putting its attractions and entertainment out there for domestic and international markets to see.

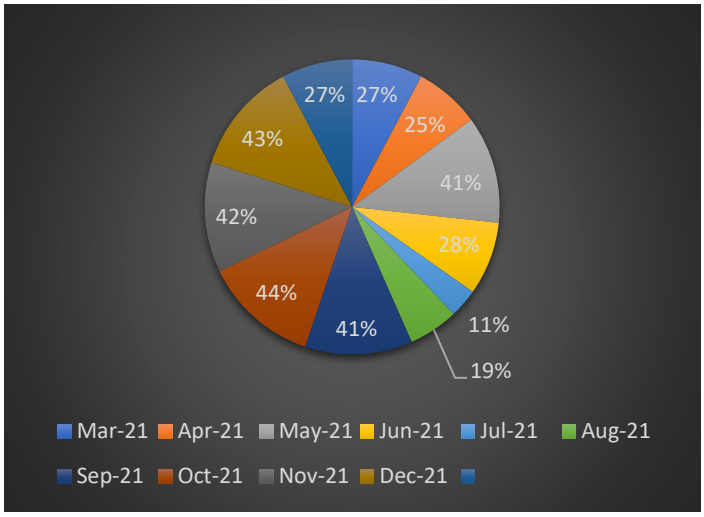
Amajuba is commonly known for the following tourist attraction activities:
Eco-tourism, including the Amajuba Birding meander as well as other birding, hiking, fishing, horse riding and nature-based activities (i.e. hiking etc).
Cultural and Historical, including the Inkosi Albert Luthuli museum, and the battlefields where the Boer, British and Zulu battles took place.
Events, such as the Newcastle Winter festival, Newcastle Airshow, December 27, Amcor Dam Music Festival and sporting competitions.
Adventure – 4x4 trails, Mountain Biking trails (MTB's) white water rafting and kayaking, micro-lighting, and equestrian.
Golfing, hunting and fishing

The Amajuba District is not perceived to be a major tourism destination within KZN due to its historical association with industrial and mining activities. Tourism however is a key sector in that it presents opportunities for economic development within the region. Tourism within the town has grown over the past years, which is justified by the growing number of accommodation facilities and activities offered within the region. These facilities include eco-tourism (hiking, birding, etc); natural, cultural, and historical attractions (battlefields, nature reserves, etc); arts and crafts; events and festivals; adventure sports; as well as hunting, fishing and golfing.

The extent of this sector on the economy of Amajuba can be noted by the Newcastle Winter Festival, which attracts over 30,000 people, and has a significant impact on the local economy. The district has numerous accommodation facilities, which range from lodges to B&B's, to self-catering facilities and hotels with a limited number of holiday homes which is now a new trend to tourist. Most of these facilities are however located within Newcastle, with only a limited number of facilities within Utrecht and Dannhauser areas. In Dannhauser however, there are very few accommodation facilities, with most visitors staying in Newcastle or surrounding battlefield towns. There is currently and application for a Boutique Hotel observing Local Municipality's approval processes.

Currently, except for the year 2010, the tourism spend as a percentage of GDP in Amajuba has shown a gradual decline from 3.9% in 2009 to 3% in 2018.

Figure 10: Accommodation occupancy during covid-19 from March 2021 to December 2021



Source: TKZN

Due to challenges that were created by covid-19, Amajuba District Economic Recovery Plan was created, which included short term -intervention and medium-term inventions, these projects were meant to assist in attracting more tourists to the district. Assessment and development of existing products and business planning at Balele Game Park in Utrecht (Emadlangeni Municipal area) was concluded in June 2022; made possible by financial assistance from Tourism KwaZulu Natal thereafter EDTEA was able to provide financial injection in the development of phase 1, 2 and 3 of Balele Game Park precinct.

Below are the tables outlining Tourism Projects included on the District Economic Recovery Plan

Table: 162: Tourism Projects

TOURISM (SHORT-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Create Balele Game Park website	Marketing and Promotion	ELM	R150,000.00	Not funded	EDTEA	1 year
Events Calendar Creation	Marketing and Promotion	ADM and ELM	R60,000.00	Not funded	ELM	Ongoing
Revamp eMadlangeni Municipality's Tourism Information Centre	Infrastructure Development	ELM	R800 000	Not Funded	COGTA/EDTEA /ELM	Medium term
Assessment and development of existing products and	Infrastructure Development	ELM	R472 935	Funded	TKZN	Short term

TOURISM (SHORT-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
business planning						
Renovate and diversify tourism offering at Balele Game Park	Infrastructure Development	ELM	9.5 M	Funded	EDTEA	Medium term
Provide Customer Care and Digital Marketing workshops for tourism SMMEs	Training and Development	ELM	R70,000.00	Not funded	EDTEA	Short term

TOURISM (MEDIUM-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Amajuba Tourism Strategy	Amajuba Tourism Strategy Development & Identification of key projects	All	R650,000.00	Not funded	ADM	1 year
Institutional arrangement	Resuscitate Amajuba Tourism Forum	All	N/A		ADM	Ongoing
Capacity building	Capacity building workshops on compliance issues and TGCSA star grading	All	R100,000.00	Not funded	ADM/EDTEA/SEDA	Ongoing
Prioritise and raise the awareness and profile of tourism within communities and Council	Formalization of a CTO upgrade and improve existing tourism products and resources	DLM	R450,000.00	Not funded	DLM	None

TOURISM (MEDIUM-TERM INTERVENTIONS)						
Intervention	**Project**	**Local Municipality**	**Budget**	**Funded/Not Funded**	**Responsible**	**Time Frame**
Assessment and development of existing products	Compiling an Event Calendar	DLM	-	Not funded	DLM	None
Newcastle promotional video	Marketing and promotion of Tourism and Investment Newcastle	NLM	R300,000.00	Funded	NLM	Six months

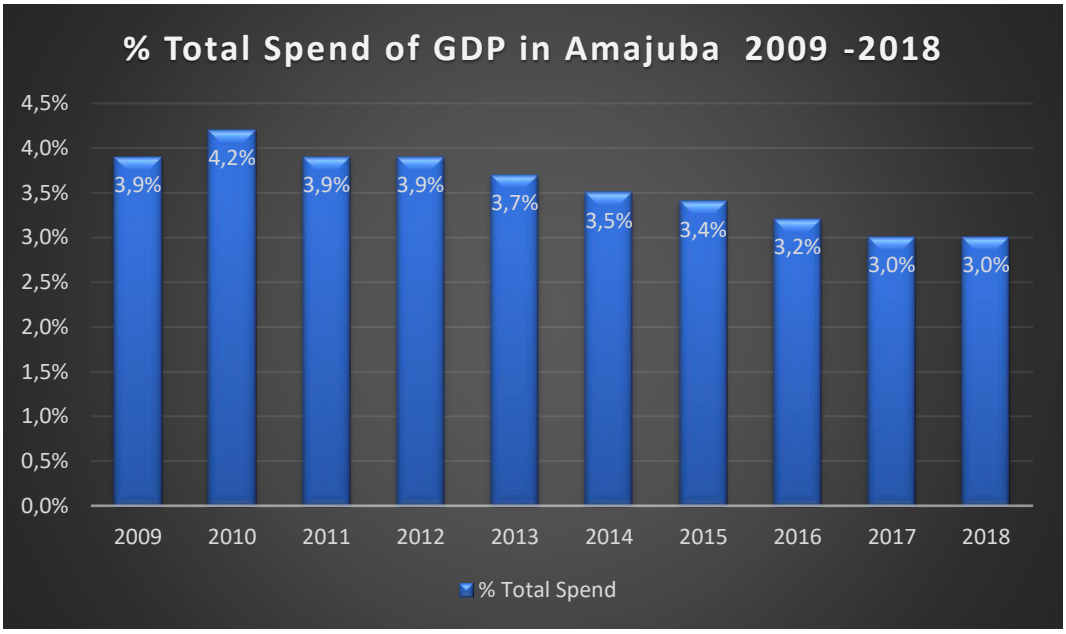
The Balele Game Park is a 2 600-hectare park that belongs to the eMadlangeni Local Municipality. The park is part of the country club hub in Utrecht that comprises, the actual country club which has several sporting facilities, a pub restaurant, swimming pool and the game park which has several accommodation facilities. It is stocked with no fewer than 11 species of game including Impala, Blesbok, Bushbuck, Waterbuck, Nyala, Red Hartebeest, Blue Wildebeest, Kudu, Burchell's Zebra, Warthog and Giraffe.

The Balele game park refurbishment project is currently being funded by Department of Economic Development, Tourism and Environmental Affairs. The refurbishment project has an initial budget of 2 million rands for phase 1 which covered many aspects of the park needing refurbishment. The initial phase of the project was whereby Tourism KwaZulu Natal assisted in the appointment of a professional service provider who undertook market assessment, design development and business planning of existing and proposed tourism facilities for Balele Game Park. On completion of the study, implementation phase was prioritized for project implementation roll out. The implementation plan is made from different levels of activities undertaken in the park.

Most of which are purchases of materials needed in the park i.e., Furniture and accessories of accommodation units, machinery for maintenance and material for repair of road infrastructure (drainage, gravelling, patching potholes and slurry sealing etc.) repair of thatching and paving at rondavels. R4.5m has since been injected into the project to cater for professional services and upgrade of structural work (i.e refurbishment of old office into a new reception and office block, play area, wooden cabins, two safari tented camps, laundry and staff canteen

The figure below shows the total tourism spend as a percentage of GDP in Amajuba over the period 2009 to 2018.

Figure 11: Total Tourism Spend as a Percentage to GDP 2008 – 2018



Source: IHS Markit, 2019

The spending on tourism in Amajuba showed a decreasing trend from 2009 to 2018. In 2012 and 2013 for example, the total tourism spent as a percentage of GDP in Amajuba stood at 3.9% to 3% of GDP in 2018. The reason for the decline is that GDP is increasing at a much faster pace than the corresponding increase in tourism. Major tourist attractions in Amajuba include avi-tourism/birding tourism; nature and game reserves; adventure and sports tourism; and natural, cultural and historical attractions (e.g., Battlefields). These attractions present a clear opportunity for the district to position itself to take advantage of this sector.

The district has a large number of accommodation facilities, which range from lodges, to B&B's, to self-catering facilities and hotels. However, most of these facilities are located within Newcastle, with only a limited number of facilities within the Emadlangeni and Dannhauser Municipalities. Some of the challenges faced by the sector include:
The District has no tourism strategy; however provision for its development has since been made for 2024/2025 FY.
Historical association of the District as a mining and industrial centre;
Lack of coordinated promotion of the region and attractions offered;
Run-down and lack of tourism facilities;
No specific draw-card attraction to make the District a priority for tourists;
Lack of sufficient signage along the N3 and also within the District to promote tourism facilities and attractions; and
Loss of tourists to larger tourist attractions such as the Durban beachfront, Drakensberg Mountains, and the north and south coast.

6.6.10 Tourism Attractions

Newcastle Tourism Attractions

- Fort Amiel Museum
- The Battlefield at Schuinshoogte on the road between the R34and the N11
- The British Military cemetery and British champs' site at Mount Prospect near Inkwelo on the N11
- O'Neill's Cottage on the N11 at the foot of Majuba mountain
- The battle fields at Laing's (Lang's) just off the N11
- The battlefield at Majuba
- The Armoury
- The Military Cemetery (In the centre of the old Town)
- Osizweni Handcraft Center
- The Carnegie Art Gallery
- Newcastle Mall
- Inkosi Albert Luthuli Monument
- Duck Pond Bird Hide
- Hindu Temple
- Amur Falcon Roost
- Northern Drakensberg (Vulintaba)
- Black Rock Casino & Hotel
- Haggard Hilldrop House
- Fun Farm Entertainment
- Chelmsford Nature Reserve
- Moorfield Mountain Farm

Utrecht Tourism Attractions

- Balele Game Park
- Old Residency/Parsonage
- Dutch Reformed Church
- Landdros, Pos en Telegraafkantoor
- Utrecht Country Club
- KwaNtu Village
- Old Cemetery
- Anglican Church
- The Uys House
- Bivane Waterfall
- Mangosuthu Cultural Center

Dannhauser Tourism Attractions

- St Margaret's Presbyterian church
- Tom Worthington Dam
- Ntshingwayo Dam
- Lloyds Baai

6.6.11 Tourism Routes

Amajuba has six routes each of the routes emphasises a unique Tourism offering in Amajuba and between them they cover most attractions.

The Routes are as follow.

Amajuba Battlefields Route: The Battlefields Route stretches from 1877 - 1902, which includes the First Anglo-Boer War (1877-1881), the Zulu War (1879) and the second Anglo Boer War (1899-1902). Majority of the sites in Amajuba relate to the first Anglo-Boer War but the route connects up with others in the battlefield's region. As mentioned in the section above on the Battlefields, the one guide for the route sees fewer than 50 tourists a month, and sites require maintenance. The route serves to attract sports clubs and enthusiasts into the area and adds to the cultural significance of Newcastle.

Amajuba Drakensberg Route: This route takes visitors along the western border of Amajuba through the foothills of the Drakensberg and includes Chelmsford Dam. As mentioned in the Drakensberg section above, the foothills require further development after the development of Vulintaba Country Estate. Agri tourism initiatives are in the pipeline within the Amajuba Drakensberg Route. The route also hosts the Battlefield Marathon in February each year.

Amajuba Township Route: This route takes people through Madadeni to Osizweni and through to Utrecht. As mentioned above in the township tourism section, this route doesn't attract many tourists, there is not always a guide available, and crafters are not always present along the route due to lack of business. Within Amajuba Route one can experience Township lifestyle from well-known Shisanyama`s that offer classy Kasi food. Despite all the pandemic challenges, several fast-food outlets were discovered in Osizweni and Madadeni. The townships also accommodate those that love Art,

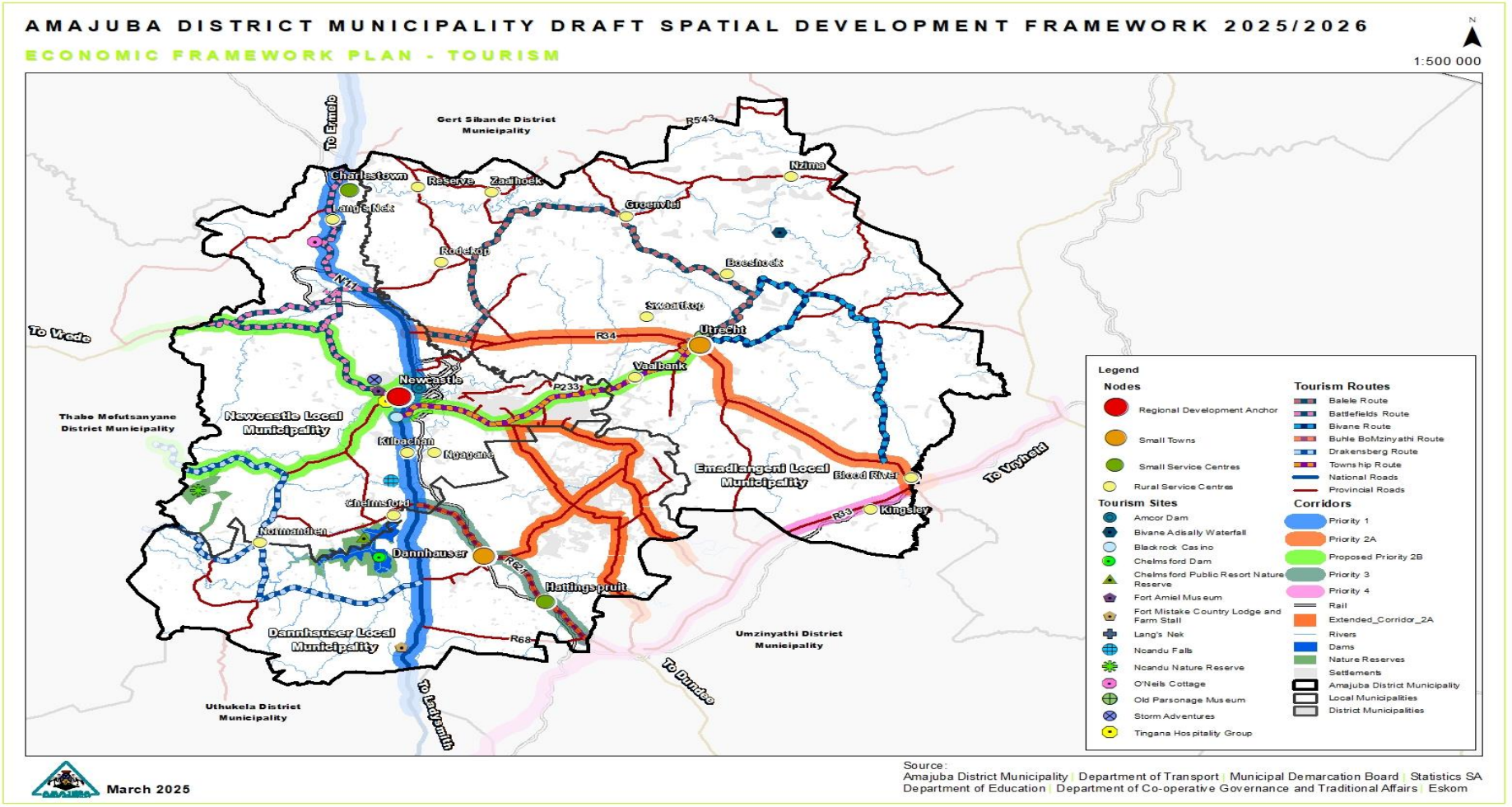
Culture, and Craft as there are Art Exhibitions, collection and crafters displaying wonderful work. Townships are home to a few sport, art and culture legends. Several telenovelas (filming) have been produced in our townships.

Amajuba Balele Route: The Balele route winds along the escarpment on the eastern side of Amajuba, and borders with Mpumalanga at times. It has beautiful scenery and abundant bird life. The connection between Amajuba Balele Route and Amajuba Bivane Route makes the two routes perfect for a day trip. Balele Game Park was a community benefits project in collaboration with the mine that was operating in the area of the park.

Amajuba Bivane Route: This route runs south of the Balele route and game reserve through the Blood River Poort. It lies in the Bivane wetland reserve and therefore is very scenic (including waterfalls) and offers many fishing opportunities. Other activities within this route are horse riding, 4×4 driving and mountain biking.

Amajuba Buhle-Bomzinyathi Route: This route cuts across from the Drakensberg eastwards along the southern side of the Chelmsford Game Reserve to cross the N11 and pass through the town of Dannhauser and the village of Hattingspruit.

The Amajuba Birding and Fly-Fishing Meanders have been created to provide information to birders and fishermen about the type of birds and birding/fishing spots available in Amajuba. The following map depicts these routes spatially



Map: 61 Amajuba Tourism Framework

Source: (Amajuba District Municipality, 2023)

The Freedom Route has recently been created by TKZN and runs throughout KwaZulu-Natal. The Amajuba section of the route has yet to be included into the brochure but has its own brochure. Armed with a map and the brochure a visitor can take themselves on the freedom route with ease. The route benefits from marketing from TKZN. The Freedom route starts with the timeline after the two Anglo-Boer Wars (Battlefields Route) and consists of:
the imprisonment of King Dinuzulu (1906-1910) during the Bambatha Rebellion,
the miner's Strike led by Gandhi 1913,
the teaching of Inkosi Albert Luthuli (1917-18) in Blaauwbosch,
the birth of Mac Maharaj 1935,
the imprisonment of the Presidents of the Natal and Transvaal Indian Congresses in the early 1950's,
the establishments of Madadeni and Osizweni in the 1960's as part of the Groups Areas (promulgated in 1950),
the freedom Struggle in the 70's and 80's and subsequent TRC Hearings in 1996, and finally.
Various new South Africa monuments around town.

Signage

A signage plan was formulated and implemented; therefore tourism related signage is good in Amajuba, however maintenance of it remains a challenge as most signs requires new poles and sign faces due to dilapidation caused by fire and weather conditions. Majority of the accommodation places in Newcastle are on signboards and each of the tourism routes is signposted. Local Municipalities outdoor policies (by laws) need to cater for tourism signage and uniformity thereof.
Signage still required is as follows:
Signage from all directions showing 'The Town within a Game Park'.
Signage for service providers in Osizweni and Madadeni.
Signage showing Newcastle along the N3.

MONUMENTS AND THEIR SIGNIFICANCE

The Battlefields region is considered the biggest tourism asset in Amajuba. It is the only tourism region as determined by TKZN that falls within Amajuba and therefore it receives the most exposure by TKZN. However, it must be noted that the three most visited and renowned battlefields sites (Rorkes Drift, Isandlwana, and Blood River) fall outside of Amajuba. Amajuba's sites revolve around the first Anglo-Boer war otherwise known as the Transvaal War of Independence. The sites include the following:

In **Newcastle** LM:
Town Hall- this National Monument was built in 1897 in Scott's Street to commemorate the Diamond Jubilee of Queen Victoria. Today it houses the office of Tourism Newcastle
St Dominic 's Pavilion –Also a national monument, this elegant building dating back to 1916 was designed as skating rink and was used for social events
Hilldrop House – It was once king of Solomon Mines Author H. Rider Haggard is a national monument; the house now is a 4* B&B with 26 private suites
4 The Armoury
5 The Military Cemetery (in the centre of old Town Cemetery)
6 Fort Amiel was opened as a cultural history museum of Newcastle in 1990 at the restored British military base built in 1876 by the eight regiments or Staffordshire regiments. It forms part of Northern KZN Battlefields Route as it served during the Anglo/Zulu war of 1879 and Anglo/Boer wars of 1881 and 1899 to 1902.

7 O Neil's Cottage during the Transvaal War of Independence of 1880-1881 the cottage, home of Eugene O Neil which lay in "no man's" land and between the British and Burgher forces become a makeshift hospital for British after the defeat at Amajuba battle site and there are grave on the site.

In **Utrecht** itself there are:
The Old Parsonage & Museum
The Dutch Reform Church – A national monument built in sandstone with Oregon eaves and pews. The foundation stoned was laid by General Piet Joubert, Commandant General of the ZAR The burger monument of the second Anglo Boer War stands in a church square
Captain Leo Pokrowsky Monument
Petrus Lafras Uys Monument
The Old Residency
The Uys House one of the oldest buildings in Kwa Zulu Natal dating to 1856 it was the home of Swart Dirki Uys, the first Commandant of Utrecht.
The Rothman & Shaw Houses –this monument is among the finest example of national colonial architecture in rural Kwa Zulu Natal.
The Town Hall
The "Landrost, Post - en Telegraafkantoor" – Built in 1892 this national monument and museum has period rooms and portrays the border dispute between the former Transvaal and Zululand
The British Military Cemetery (In the centre of the old town cemetery)

ANNUAL EVENTS PROGRAMME

Events are an important element in the marketing of tourism in Amajuba. They offer additional reason to visit a place over and above the traditional tourism products offered. Much of the appeal of events is that they are experiential in nature you have to be there to fully enjoy and experience else the opportunity is lost Amajuba already is host to a number of sporting events due to its central location. This is especially true of junior and school events. Several club events, arts events and heritage events are also organized annually.
Annual events held in Amajuba:

Table: 163: Tourism Events Calendar

Name of the Event	Description
Chelmsford Challenge Dannhauser	Open Water Swimming at Ntshingwayo Dam- January
Battlefields 5 in 1	Comrades / Oceans Qualifier- February
Balele Rally	Massive Ride &Stuns – Bikers games at the Resort-March
Kosmos Festival - Utrecht	Market Day & Concert- March
Easter Sunday Music Show	Live Music Performances & DJ-April
Winter Festival	4 day Festival including live performances, agricultural exhibits, arts & craft, – April
Newcastle Air show	Aviation - Tourism Attraction – June
Newcastle Memel Walk	50 km Run/ Walk relay from Free State to KZN- August
Golf Challenge	September – Vulintaba
Summer Explosion Amcor Dam	Live Music Performances & DJ's -October
Als of Niks	MTB trail run September
Amajuba Film Festival	Film making festival September
Amajuba Rainbow Show	Art and Culture event -October
Oppi Dam Fees Utrecht	Raft race, mountain bike trails, 9-hole golf challenge, craft stalls and great entertainment - October

Comedy Show	Different comedians entertain the audience in close setting - December
Osizweni Soccer Tournament	Knock out soccer tournament catering for 32 teams – 24-30 Dec
Amcor Dam Festival	Live Music Performances & DJ's - 27 December
Asingene Siphila Gospel Music Campaign	Live Gospel Music Festival - 31 December

Amajuba District will now be able to host its annual events such as the Newcastle Air Show on the first weekend of June each year at Newcastle Airport such events place the district on the map as they attract a higher number of tourist and encourage domestic travelling. Other tourism activities that are now opened are music festivals, hiking, game drives, mountain biking, cycling etc. Newcastle Winter Festival took place in April 2023 and was a successful event. Newcastle Air show took place in June 2022 and marked its 10th anniversary since the event was initially launched and is now the only show in KZN. 27 December Amcor Dam Music Festival was successfully hosted and helped in unlocking tourism potential in the area. Amajuba District Municipality invested towards Metro Heat wave event financially supported and hosted on 2 December 2023; thereafter social corporate responsibility initiatives, ploughing back its proceeds to local communities, was focused mostly on girl child esteem through sanitary towels and food seeds to a garden project hand overs within the education sector.

6.6.12 Programmes and Projects

Through workshops, the following 20 projects were established as priority projects for implementation should funds be available:

Table: 164: Priority Programmes and Projects

1) Marketing – tourism growth & development (demand)
1.1.1) Develop tourism packages and incentives targeted at businesses, schools, sports associations and clubs.
1.1.3) Promote MICE venues and packages in businesses and government in and outside of Amajuba.
1.2.1) Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.
1.2.3) Contract web designers to design and maintain an Amajuba Experience type website, and similarly to develop and maintain current municipal websites. Launch a social media marketing program.
1.3.1) Develop a Brand for Amajuba.
2) Product Development and Planning
2.1.2) Establish a district events strategy, including identification of 5 new large events, in order to manage and co-ordinate events.
2.2.3) Heritage: Implement findings of the SiVest 2005 Battlefields infrastructure upgrade plan, including maintenance agreement. Solve access problems surrounding land ownership.
2.2.4) Amajuba dams revitalisation project which aims to improve infrastructure at 5 dams across Amajuba.
2.2.5) Arts & Culture: Relocate and expand Carnegie Art Gallery premises.
2.2.5) Lobby for grants from provincial treasury for upgrade of Newcastle Airport, in conjunction with LED and Newcastle LM.
2.2.6) Balele Game Park Development Project is currently being implemented
3) People in tourism
3.1.1) Improve access to tourism products for accessibility challenged visitors.
3.1.2) Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.
3.2.3) Ensure ongoing business support for SMMEs
3.2.4) Establish permanent crafters stalls at tourism nodes/sites and make provision for crafters at events, as well as establishing regular crafting events.

3.3.5) Develop programs to improve tourism awareness & understanding amongst learners, students, the media and communities.
4) Policy, strategy, governance, research & knowledge management monitoring & evaluation
4.1.1) Increase local municipality tourism budgets significantly and review the district tourism budget and lobby for a dedicated tourism official at Dannhauser and Utrecht local municipalities.
4.1.2) Improves the operation of the Amajuba Tourism Forum and gain buy-in from all LMs for the tourism institutional structure.

Tourist Guide Upskilling Training Programme

In line with People in tourism, Amajuba District Municipality was able to source funding from Department of Economic Development, Tourism and Environmental Affairs to host Tourist Guide upskilling training programme in order to upskill practitioners already hosting tourists in the area. This was informed by necessity to equip underprivileged communities at tourism attractions, relevant tourism products and municipal officials operating at tourism attractions; with necessary skills to conduct tours professionally and as businesses. It has been noted with concern that officials and people sharing history of site content did not possess guide badges, yet they have wealth of information on their sleeves.

The application was also influenced by compliance to regulations as prescribed on the Tourism Act 1993 (Act No. 72 of 1993) as all the above identified practising people would be liable of a penalty, operating without tourist guide badges. From the past experiences during the hosting of tours in the Amajuba District, tourist guides had to imported from neighbouring Districts for compliance with tourist guide Registrar's requirements. All three family of Municipalities namely: Newcastle, Emadlangeni and Dannhauser, were included during the planning phase of the programme and participation was representative of all localities. The training commenced in March 2023 whereby a total of 16 people were trained to sharpen their skills and expertise in conducting tours in the area. The certification and accreditation with relevant SETA have since been handed over to tourist guides.

Amajuba has six priority projects

The following project designs provide further implementation information for 6 of the priority 1 projects.

Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.

Develop a Brand for Amajuba.

Establish a district events strategy in order to manage and co-ordinate events.

Amajuba Dams Revitalization Programme which aims to improve infrastructure at 5 dams across Amajuba.

Improve implementation of the Tourism Grading council's star grading system in Amajuba and Encourage Service excellence.

Conduct research in order to understand Amajuba's current tourism market segments, and the economic impact of all tourism products, including events.

6.6.13 SWOT Analysis for Amajuba District

The following tables list the strengths, weaknesses, opportunities and threats in Amajuba.

Table: 165: Tourism SWOT Analysis

Strengths	Weaknesses
•Chelmsford Nature Reserve – 2nd most visited dam in KZN •Amajuba is home to Birdlife Northern Natal and has several important bird species. •A variety of nature based private lodges and activities such as hiking and fishing. •Network of roads and location that is very central to Durban, Gauteng and Bloemfontein. •Mountainous areas surrounding Amajuba to the east and west are very scenic. •Several active sports clubs, and sportsmen in Amajuba who co-ordinate events constantly at a range of good venues. •2 museums and an art gallery (third largest in KZN) with dedicated curators. •Several large events attract thousands of people to Newcastle yearly. •An excellent system of tourism routes that are well sign posted and spatially varied. •Twin cities programs in Utrecht and Newcastle •Many B&Bs and lodges providing accommodation options. Also several conference and function venues with more popping up all the time. •Thousands of business visitors a year. •Strong district tourism organizations: Assistant Director of Tourism, Amajuba Tourism Forum •Township tourism route has more products on offer. •Development of Vulintaba Country Hotel and Estate. •Wedding venue becoming more popular for out-of-town visitors.	•Historical association of the district as a mining and industrial centre. •Run-down of tourism attractions – particularly Battlefields sites; arts and crafts sites; birding; and nature reserve sites. •Lack of capacity of tourism attractions – particularly accommodation facilities at Balele, Drakensberg Foothills, and Chelmsford. •Lack of tourism attractions –no major draw-card attraction. •Lack of signage along the N3 and N11. •Much of the land and attractions fall onto private land, often farm-land which makes creating and maintaining attractions difficult. •Road infrastructure – several regional roads are not up to standard •Art gallery does not have enough space to operate properly and is hidden in the center of town. •Accommodation places do not cater adequately for business visitors. •Lack of recreational areas and activities in Newcastle. •Low standard tourism information Centre hidden in the center of town, no tourism information Center in Utrecht. •Low-capacity local municipality tourism organizations and departments. •Failure to market the Black Rock Hotel and casino appropriately
Opportunities	**Threats**
•Establishment of tourism attractions at Ncandu and Drakensberg Foothills, including Vulintaba Resort • Upgrading of Balele Game Park infrastructure •Upgrading and increased capacity of the N11 •Development of the N11 as a tourism route linking Ladysmith to Newcastle and beyond. •Targeting and attracting, national, provincial, and regional sporting events. •Creating further adventure tourism routes such as 4by4 and biking routes. •Promotion of Amajuba's birding spots through BLNN. •Equestrian sport – including bush racing. •Arts and culture – unique crafting and artwork being produced and collected, Lucky Dube's grave and daughter •A host of famous people who come from Newcastle.	•Continued run-down of sporting facilities such as the swimming pool. •A lack of communication with the Free State leads to continued degradation of the R34. •Possibility of mining in the D96 valley and throughout a large portion of Emadlangeni. •Decreasing visitor numbers to Battlefields across the province. •The art gallery does not get a new space and lack of promotion leads to continued drop in production of local crafters and artists. •Further degradation of Dannhauser and Utrecht towns. •Lack of resources for marketing leads to insufficient demand for attractions, and the image of Newcastle as a mining town remains unchanged.

•Agricultural Tourism •Functions and conferences •Operation of Newcastle airport •Camping facilities, opening-up new tourism areas. •Links to Wakkerstroom via Zaaihoek dam, due to the new road. As well as links to Memel and Vrede.	•Poor demand for tourism attractions in Amajuba and increased competition •Airport upgrade leads to businessmen spending shorter time in Newcastle •Continued inequality in demand between Newcastle town, and Madadeni and Osizweni leads to the closure of many SMMEs and lack of transformation in tourism.

6.6.14 POSSIBLE FUTURE TOURISM INVESTMENT

The Amajuba Dam revitalisation programme

Amajuba is planning a Dam revitalisation programme which will help sustain the dams and make sure that it attracts the large number of tourists. Amajuba is planning to revitalise the 5 Dams around Amajuba, currently Chelmsford nature reserve and a Balele game park attracts the highest amount of leisure visitors. Many of these visitors are local but there are visitors from outside Amajuba, especially over the holidays and during events. Both reserves, however, need upgrades and especially an increase in accommodation as they have to turn people away over the summer months. Furthermore, Zaaihoek dam is beautiful but is not developed. Tom Worthington dam has a few service providers but is lacking in infrastructure. Amcor and Trim Park could also be revamped to better host events. These dams have the potential to unlock events, adventure and sports tourism opportunities.

Each of the dams is unique in their level of tourism potential and development. The following projects have been suggested as part of the dam's revitalization programme.

Introduce campsites and security at Zaaihoek Dam.

Increase accommodation capacity at Chelmsford Nature Reserve.

Increase accommodation capacity at Balele Game Park and provide support for its impending change in management and upgrade. The project is currently underway.

Introduce and upgrade of info lapha boards, ablutions and picnic sites and other infrastructure at Balele Game Park, Chelmsford Nature Reserve, Zaaihoek Dam, Amcor Dam, Trim Park (Newcastle), Tom Worthington Dam (Hattingspruit – Dannhauser).

It is vital that this infrastructure upgrade includes sporting, fishing and birding infrastructure in collaboration with the appropriate clubs.

Development of Balele Game Park has commenced with an assessment/survey of the conditions of existing facilities and infrastructure; determining the nature and extent of refurbishment work required, developing the designs for existing and new facilities, performing market assessment to determine tourism demand for the park development as well as drawing up the financial and business plan for the purpose of securing funding for the refurbishment and development of the park facilities and infrastructure was completed by end of June 2022. This phase was funded by Tourism KwaZulu; wherein EDTEA has financial injected project funding for phase1, 2 and 3 of the Balele Game Park project as outlined under Table 148: (Tourism Projects)

Investment Opportunities

Establishment of extension services for natural attractions such as the Ncandu and Chelmsford Reserves at the foothills of the Drakensberg, as well at historical attractions including battlefields

The development of the N11 as a possible dual carriage toll road will be key in the future success of the development of the battlefield sites.

The role of marketing and tourism campaigns would play a key role in creating long-term sustainable tourism development for the area.

The KwaZulu-Natal Government and the Amajuba District Municipality in collaboration with the KwaZulu-Natal Tourism Authority should be primarily responsible for promoting the planning arenas a destination (i.e. generic marketing). This needs to take the form of, *inter alia*, websites, brochures, booking facilities, information offices, trade fair promotions and internet marketing.

Tourism projects funded for 2025/26-2026/2027 .

Table: 166: Tourism Project Funded for 2024/2025

Programme/ Project	2024/2025	2025/2026	2026/2027
Tourism Service Awareness Campaign	109 725,40	114 772,77	120 052,32
Special Events and Functions - District Tourism Events	267 157,49	279 446,74	292 301,29
Marketing of Tourism	5 266,82	5 509,09	5 762,51
Tourism Projects - Assessment of Feasibility Study	219 450,80	229 545,54	240 104,63
Special Events and Functions - Revival of Tourism Event (ATF)	5 266,82	5 509,09	5 762,51

6.7LED DGDP CATALYTIC PROJECTS 2019/2035

Table: 167: DGDP Strategic Goals

DGDP Strategic Goal 1 – Inclusive Growth					
Project Name	**Project Description**	**Location Ward**	**Required funding**	**Proposed Lead Department**	**Brief Profile of Beneficiaries or Benefits**
Amajuba Livestock Production Programme	The project seeks to establish feedlots that would formalize livestock farming in the district and commercialize it. Currently over 600,000 herds of cattle have been identified around the district. To take advantage of the abundant livestock in the district the livestock production programme has been introduced to the local farmers.	Newcastle, Dannhauser and Emadlangeni	R10 000 000.00	DARD	If a successful production base can be formed on this project, a Meat Deboning Plant would be set up in the district to consume all the cattle from the feedlots established. The beneficiaries of this project are the emerging livestock farmers of the district.
Poultry value chain	Production of poultry and the value adding chain	Amajuba DM	R 100 000 000	DM, DAERD	Set up Incubators, poultry rearing houses, abattoir, cold storage and packaging
Development of a regional Market	Market with processing and packaging	Newcastle	R 60 000 000	ADM CoGTA	200 Jobs and provide markets for emerging farmers
Development of a DISTRICT Development Agency	`Development agency	Amajuba	R 30 000 000	ADM, Cogta	Business and Emerging Entrepreneurs

Grain Crop Production Programme	This project focuses mainly on the production of grain crops (soya, maize, dry beans). There are thousands of hectares underutilised lands that have been acquired through restitution in the district, mostly at Emadlangeni.	Emadlangeni	R20 000 000.00 for a minimum of 1000 Ha	ADM, DRDLR, DARD	Beneficiaries of this project would b the emerging farmers of the district. During the land preparation and planting stages of the project, up to 15 permanent jobs and 50 temporary jobs would be created.
Project Name	**Project Description**	**Location Ward**	**Required funding**	**Proposed Lead Department**	**Brief Profile of Beneficiaries or Benefits**
Vegetables Production Programme	Production of vegetables by emerging farmers	Newcastle, Dannhauser, Emadlangeni	R5 000 000	ADM, DARD	Emerging Farmers of the District
Amajuba Green Economy Projects	Sector Focused Green Initiatives	Newcastle, Dannhauser, Emadlangeni	R100 000 000	ADM, EDTEA, COGTA, Private Sector	500 jobs can be created over a five-year period
Hemp / Cannabis Production	Primary Production & Processing of Hemp / Cannabis	Newcastle, Dannhauser, Emadlangeni	R100 000 000	ADM; ADA; Private Sector	Emerging Farmers of the District
Develop a Red Tape Reduction Plan	Red Tape Reduction Strategy	Amajuba District Municipality	R600 000.00	ADM; LMs	Local Municipalities
Develop SMME Development Plan	SMME Development Plan	Amajuba District Municipality	R700 000.00	ADM	ADM Entrepreneurs
Skills Development Plan	5-year Skills Development Plan	Amajuba District municipality	R500 000.00	ADM	ADM Community

Agric Development Plan	10-year Agricultural Plan	Amajuba District Municipality	R700 000.00	ADM	Emerging Farmers
Informal Economy Policy	Framework to guide informal economy sector	Amajuba District Municipality	R R300 000.00	ADM & LM's	Informal Traders

6.8 LED SWOT and Gap Analysis

Table: 168: LED SWOT Analysis

Strengths	Weaknesses
Political Stability and efficient functioning of the Council Existing infrastructure for service delivery Effective disaster management relief Requisite capacity and experienced staff Sufficient human capacity	No funding allocated for Research & Development Incomplete capital projects Allocation of business opportunities to same businesses Ineffective applications of the by-laws Lack of participation by private sector to planning LED activities Lack of budget and poor coordinated planning of infrastructure and projects Investment projects implemented in areas where there will be minimal impact Misaligned statistics used for forward planning, e.g. poor tracking of migration within the District Poorly organised informal business hence difficulty to address their challenges as a unit No green economic policies in place Slow response to climate change by government Poor implementation and monitoring of mining social sector plans Lack of support for small scale and subsistence farmers Poor access to internet by the community
Opportunities	**Threats**
Potential growth to rural and township economies, especially tourism and small businesses More than 60% of the population is of working age The District is a fertile ground for mining and beneficiation activities Tourism is one of the fastest growing sector in the District Agricultural sector has a potential for growth and job creation, including in rural areas Involvement of SMEs in various industries 'value chain may create job opportunities, skills and economic growth Re-skilling of graduates in vocational skills may create job opportunities and self-employment / small business opportunities Growing and creating value chain opportunities for hemp and cannabis oil	High unemployment rate, especially for the youth Delay in settling land claims Increased input costs in agricultural sector High rates and taxes for business and households Declining manufacturing sector Poor tourism infrastructure and poor packaging of tourism offers Local Brain drain migration of the needed skills to bigger cities Poor regulation of informal businesses International and /or illegal trade is hindering local economy Poor relations with traditional leaders COVID-19 impact on the economy and the implementation of the plan.

GAP ANALYSIS

(a) The general decline of non-agricultural sectors pre-empts the need to resuscitate these sectors as well as intensify investment in agriculture. In the medium-term, it is important that skills transfers and agriculture-based capacity development among local citizens within the District Municipality be implemented.

(b) Apart from few seasonal functions, tourism activities are barely present in the municipality. Part of the issue lies in perceptions that the region is dry and 'common'. These sorts of perceptions can be dispelled, especially by embarking on investments on tourism sites for both local and supra-local tourism. The understanding that tourism is only valuable when it attracts 'foreigners' is not a constructive one. Mobilizing local residents as well as creating functions and events [such as the annual Newcastle air show, for example] would go a long way in recovering the growth of the tourism sector.

(c) As part of diversification, the manufacturing sector, especially hides and skin processing, textile and timber processing are strategic way forward options. But this also needs to be accompanied by skills training and sub-sector-based capacity development.

(d) Resource mobilization is a critical gap that needs to be addressed. Generally, and within reason, funding criteria remains complex and irrelevant especially with emerging farmers in perspective. The funding criteria demands factors such as collaterals, which are often difficult for emerging farmers to meet.

(e) The fluctuation of agricultural as well the manufacturing sector needs to be viewed as representing the delicate nature of the economy. The services sector, which is far more sustainable thrives on skills, and need to be keenly considered in the diversification process of the district's economy.

(f) Importantly, the municipality appears to adopt a trend of project evaluation which relies on outputs rather than both outputs and outcomes. But this is an institutional problem, which requires institutional transformation. Elsewhere this report presents institutional alignment strategy.

CRITICAL SUCCESS FACTORS

It is suggested that the following key considerations should be taken into consideration as key to the implementation of the strategy:

An integrated approach should be adopted with regard to LED, so that LED is not treated as a mere line-function, and is supported by all municipal departments;

The municipal IDP need to be practical with LED featuring prominently;

More funds should be allocated to LED projects from the municipal budget so that LED can make the required impact in the local economy;

The development of municipal infrastructure will go a long way in promoting investment and growth in the municipal area;

A close working relationship between the municipality and the formal and informal business sectors should be established, to place the municipality at the forefront of development;

Sector departments should involve the municipality at the conceptual stage of all projects that are earmarked for the ADM and its local municipalities;

Local leadership is critical and essential for LED success;

The municipality must encourage the use of local labour and effective local procurement as far as possible;

All efforts must be employed to continuously seek funding for all identified projects;

The monitoring and evaluation framework must be utilised to identify successes and blockages.

That the municipality develops a Red Tape Reduction Plan to address all areas as mentioned in the LED Strategy.

CONCLUSION

The state of the district economy as stated above, reveals both economic opportunities and challenges in the main sectors. As an effective way forward, and with the economic gaps and opportunities in perspective, it is important to sketch out a framework within which the main economic sectors in the district could be more productive. With this objective in view and based on identified (key) challenges in the main sectors, the purpose of the section below, is to outline a strategic framework for each of those main sectors.

It must be reiterated that this plan has been formulated during the COVID-19 pandemic that has now has the country in a lockdown and as a result a closure of the economy (except essential services). These are uncertain times on every level and faces every business. This is not unique to South Africa but the entire world. The world economy is in a repressed state and the duality in the South African economy has become all the clearer due to this pandemic.

6.8.1 Social Development analysis

STRATEGIC GOAL 2: HUMAN RESOURCE DEVELOPMENT

This DGDP 2035 strategic goal related to human resource development seeks to highlight the need to look at the whole education continuum starting with early childhood development, through school and adult basic education, as well as artisanal and technical training, and higher education rendered at university level. The linkages in relation to this continuum must be emphasized, although most of the indicators can only be measured at the end of the process. However, there are several input and process indicators which will generally predict outcomes.

The key issue for consideration is how the system locks together to produce the desired output – the ability of as many people as possible to be socially and economically productive. It must be stated upfront that this will not be by accident – key decisions will have to be taken and implemented by the state for the right numbers to be enrolled in appropriate programmes at the right time.

Table: 169: Human Resources Developments

GOAL 2: HUMAN RESOURCE DEVELOPMENT The human resource capacity of the province is adequate, relevant and responsive to growth and development needs. Apex Indicators; Apex Indicator 1: Gross enrolment rates: Primary (7-15) and Secondary (16-18) Apex Indicator 2: Participation in FET Colleges Apex Indicator 3: Adult literacy rate			
Strategic Objectives	Improve early childhood development, primary and secondary education	Support skills alignment to economic growth	Enhance youth skills development and life-long learning
	The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development.	*The development of skills is sufficient and appropriate to service the economic growth and development needs of the district*	*The skills level of youth and adults are enhanced*
Primary Indicators	% of 3 to 5 old children in education institutions (public and private) % of Grade 1 learners who have attended a Grade R class Retention rates: Grades 10-12	Full and part time students in public FET Colleges for NC(V), N courses and occupational programmes	Number of youths supported by the National Skills Funds, SETAs and other youth programmes Participation in AET
Interventions	Promoting the use of new technologies and improving infrastructure.	To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis.	Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (AET) Centres.
Secondary Indicators	% of schools meeting the standards of facilities benchmark.	Further Education and Training (FET) participation rate (all institutions) FET College graduation rate.	Number of youths, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes.

6.8.2 District Education Profile

Education is a component ensuring progressive human development. Education provides a tool of empowerment for all people young and old. The Department has marked 4 categories for schools being Primary Schools, Secondary Schools, Combined Schools and LSEN (Special Schools), of the 247 schools in the Amajuba District Circuit 6 schools are specific for Special Needs. The Department of education has various goals set to achieve the indicators set in the NDP, the goals include:

- Early childhood development
- Improve teaching and learning

- Capacity of state to intervene and support quality education
- Increased accountability for improved learning
- Human resource development and management of schools
- Infrastructure and learning material to support effective education

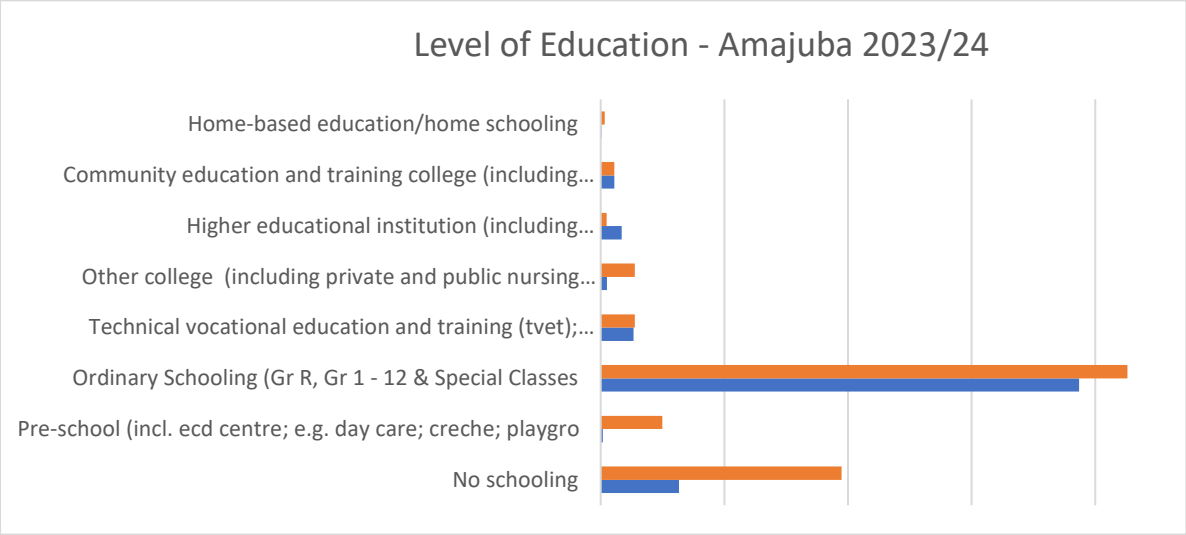
The province has made considerable improvement in reducing illiteracy in the past two decades. This can be observed from Figure 21, which illustrates the education achievements in the province, and the Amajuba district over the periods 1998, 2008 and 2018. The number of people with no education in KZN decreased from 10.6% in 1998 to 4.5% in 2018, indicating that the province has managed to reduce the proportion of people without an education by half. This has contributed to an increasing number of persons with grade 10 -11 and matric. The basic education level has thus improved significantly in the province with a large portion of people achieving matric.

Although significant improvement has been made in the attainment of basic education in the province, considerable work still needs to be done in ensuring an increasing number of people holding higher education qualifications. In terms of higher education qualifications attainment, the share of people with a matric and diploma in KZN rose from 2% per cent in 1998 to 2.8% in 2008, growing by a minimal 0.1% points to 2.9% in 2018. This notwithstanding, the number of matric and bachelor's degree held increased from 0.7% in 1998 to 2.3% in 2018.

Table: 170: Education Attainment Levels Amajuba

Level of education	2020	2021
No schooling	77923	76176
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	19940	23774
Ordinary Schooling (Gr R, Gr 1 - 12 & Special Classes	170384	174921
Technical vocational education and training (tvet); formerly	11079	19974
Other college (including private and public nursing college	11079	19974
Higher educational institution (including university)	1973	2863
Community education and training college (including adulted)	4447	3054
Home-based education/home schooling	1259	852
Total	298084	321588

Figure 12: Education levels



The Department has made strides in improving the quality of education however it still faces several challenges which are associated to resources and can be summarized as follows:

- Limited budget/Financial constraints
- Increase in population (urban migration) results in a constant need of new or upgraded infrastructure
- Natural elements (the area of Amajuba is prone to storms and strong winds that cause a lot of infrastructural damage to existing schooling infrastructure)

The table below contains two sets of backlogs identified by the Department of Education, the information under the header Infrastructure Backlogs is specific to tools used by the students and the header on Admin Resource Backlog is specific to the operational needs for staff. The data contained below was through a study conducted by DOE and is only limited to teaching rooms and support spaces and excludes water and sanitation services.

Table 155: Admin resource and Infrastructure backlog

Table: 171: Admin Resource and Infrastructure backlog

Infrastructure Backlog				
Std Classrooms	**Gr R. Classrooms**	**Multipurpose/ Specialist Rooms**	**Computer Rooms**	**Media Centres/ Library**
292	240	357	240	112
Admin Resource Backlog				
Admin Offices	Storerooms	Strong Rooms	SNP Kitchen	
694	1024	131	210	

Source: KZN DOE User Asset Management Plan 2018/19

6.8.3 Status Quo on District School Nutrition

The National School Nutrition Programme is the government programme that provides one nutritious meal to all learners in poorer primary and secondary schools. The objective is to provide nutritious meals to learners to improve their ability to learn. According to its 2013/14 annual report, the programme has reached more than 9 million learners in quintile 1, 2 and 3 schools. The National School Nutrition Programme (NSNP) previously known as Primary School Nutrition

Programme (PSNP) was initiated in 1994 as one of the presidential RDP lead projects. The programme was initially administered by the Department of Health until 2003.

Following the Cabinet Resolution of 2002, the programme was transferred to the Department of Education in 2004. The programme has since grown from providing nutritious meals to 1 251 140 learners in 3090 schools in 2004/2005 to 2 332 514 learners in 5272 KwaZulu-Natal schools. The NSNP is one of Government initiative towards addressing poverty within the province. The programme targets schools in the poorest communities and benefit multitude of learners. Targeted learners are in the following categories:

- Grade R – 12 learners
- Quintile 1 - 3 primary and secondary schools
- Learners from Identified Special schools
- Needy learners in targeted Quintiles 4 and 5 schools

The NSNP has since been earmarked as one of the government strategies to alleviate hunger and poverty in the communities. The programme thus contributes to the economic development of local people through co-operatives and small enterprises as service providers. The programme also contributes to economic development of local people through employment of Volunteer Food Handlers (Cooks) who prepare meals for the learners. The ratio of 1 (food handler):200 (learners) up to maximum of 8 food handlers per school is applied to allocate food handlers in participating schools. Programme Objectives:

- Deliver quality Nutritious food to schools
- Strengthen learner achievement through School Feeding-**SF**
- Enhance knowledge of Nutrition Education-**NE**
- Contribute to sustainable community development-**SFP**
- Contribute to poverty alleviation

The table below provides further detail for the Amajuba District jurisdiction

Table: 172: ADM Status Quo on school Nutrition

DISTRICT	No. of Primary Schools	No. of Special Schools	No. of Sec. Schools	Total Schools
Amajuba	142	5	40	187
DISTRICT	**Primary Schools Enrolment**	**Special Schools Learner Enrolment**	**Secondary Schools Enrolment**	**Total Learners**
Amajuba	75083	1949	33572	110604

Appointment of Service Providers

Prior to 2012 the appointment of service providers was the sole function of the School Governing Bodies (SGB's). This model system was changed into a centralized procurement model in which districts were responsible for the evaluation bids and the province for awarding and approval of appointments. The centralized model culminated into 2029 service providers appointed in January 2013 including 263 co-operatives. In 2019 the new intake was roll-out and almost 85 contracted service providers were appointed in within the district. New schools are allocated service providers by the Department through normal SCM process Defaulting service providers get replaced with new

service providers through normal SCM process. Below is a table detailing number of cooks and service providers.

DISTRICT	Number of Schools	Number of Cooks	Number of SMMEs	Number of Co-ops	Total No. of Service Providers
Amajuba	187	629	15	81	96

DGDP STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
This Goal is aligned to various National Outcomes. These are:

- Outcome 2: Health;
- Outcome 3: All people in South Africa are and feel safe;
- Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life;
- Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world;
- Outcome 13: An inclusive and responsive social protection system;
- Outcome 14: Nation Building and Social Cohesion.

The following goal indicators are aimed at enabling a long and healthy life for all people in Amajuba: All people are and feel safe. Vibrant, equitable, sustainable rural communities contributing towards food security for all. Sustainable human settlements and improved quality of household life

Goal Indicators:

- Life expectancy as a measure of the availability and quality of health services and related nutrition and social welfare.
- Decrease in social inequality (Gini Coefficient)
- Adjusted Human Development Index.
- Decrease in Absolute poverty: (% of households below the national food poverty line).

STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
Poverty and inequality in Amajuba are reduced.

Apex Indicators:
Apex indicator 1: DGDP Adjusted Human Development Index
Apex indicator 2: Absolute poverty
Apex indicator 3: Total number of crimes measured as the number of crimes reported per 100 000/population

Strategic Objectives	**Eradicate poverty and improve social welfare service**	**Enhancing health of communities and citizens**	**Safeguard and enhance sustainable livelihoods and food security in Amajuba**	**Promote sustainable human Settlements**	**Safety and security**	**Advance social cohesion and social capital**	**Promote youth, gender and disability advocacy**
	Grants and allied social welfare transfers reduce poverty in the Amajuba population	***The health of the Amajuba population is improved.***	***Ensure household food security in Amajuba***	***Amajuba households have secured residential tenure and access to basic utility services***	***The safety and security of the Amajuba people and their property are improved.***	***Expansion and strengthened relations between Institutions, partnerships and networks within and amongst communities of Amajuba***	***Participation and advocacy of vulnerable groups is advanced in Amajuba***
Primary Indicators	Reduction in relative poverty	Decrease in maternal and child mortality rates/ratios Life expectancy at birth	Dietary Diversity Index Hunger episodes: household member has gone hungry at least sometimes in past 12 months.	% of district households with yard water connections % of district households with sanitation to MIG standards, % of district households with a source of electrical supply	Number of contact crimes per 100,000 people registered per annum Number of trio crimes per 100,000 people registered per annum	Number and extent of community level organisations (NGOs) active in participating in government department programmes, Number of incidents of politically motivated, racially or religiously based violence or other forms of intolerance or disharmony reported	Percentage of youth, women and people with disabilities participating in governance processes and consultative structure Percentage of youth, women and disabled benefiting from socio economic opportunities

Interventions	Expanding social welfare services to under-serviced areas	Accelerate HIV and AIDS intervention programmes Ensure equitable access to health services Support the implementation of the National Health Insurance System.	Developing infrastructure for local markets. Support to informal economy Skills development to support local production. 100 Hectare Programme by Traditional Councils	Densification of Human Settlements Transformation of informal settlements	Implementation of Community Protection through Environmental Design Strengthen partnerships: civil society, business and criminal justice system Strengthen activities to reduce stock theft	Establish and ensure functionality of a Social Development Forum in line with Operation Sukuma Sakhe and work for social cohesion. Support mutually beneficial platforms that help reduce tensions between local business and foreign business	Conduct community satisfaction surveys aimed at assessing empowerment levels Encourage participation of vulnerable groups through advocacy platforms
Secondary Indicators	Poverty gap / severity	% of births attended by Skilled Health Attendant	The level of district food insecurity Existence of an early-warning system indicating indigent-prone households.	% of district households living in Informal Settlements	Contact & trio crime detection rates. No of communities supported lighting, building rehab, clearance Stock theft cases resolved	Empowered community Decrease in social ills %Decrease in community unrest Improved harmony within informal economy	Community empowerment

6.8.4 District Health Profile

The district is working towards an integrated health system and responding to priority challenges, including:

i) A complex, quadruple burden of diseases, which consists of communicable diseases such as HIV and AIDS and TB, violence and injury and a rise in non- communicable diseases.
ii) A high maternal mortality ratio, child mortality rates as well as high rates of violence, injuries and trauma.
iii) Serious concerns about the quality of public health care;
iv) An ineffective and inefficient health system; and rising health care costs.

Inequity remains the biggest challenge in Amajuba and threatens the sustainability of health care services especially to those in need. The district continues to pursue a sustained implementation of the National Health Insurance programme through private General Practitioner contracting to address these inequities. The implementation of National Health Insurance (NHI) is critical for achieving equity in access to good quality health care for all citizens, irrespective of their ability to pay, thereby laying a foundation for implementation of Universal Health Coverage. NHI is a health financing system that will pool funds to provide access to quality health services for all citizens, based on their health needs, irrespective of their socio-economic status.

The district continues to align with and manage the implementation of the strategic priorities for steering the health sector towards Vision 2030 as guided by the following nine long term goals of the NDP:

- Life expectancy rate of at least 70 years for men and women;
- generation of under-20s largely free of HIV;
- a reduced quadruple burden of disease;
- an infant mortality rate of less than 20 deaths per thousand live births and under-five mortality rate of less than 30 deaths per thousand live births;

Improvement of the quality of services is one of our main priorities through implementation of the National Health Quality Improvement Programme (NQIP). The roll out of NQIP in our health facilities aims to ensure that facilities meet the standards required for certification by the Office of Health Standard Compliance (OHSC) and subsequent accreditation for the National Health Insurance. To date a total of 20 facilities have been certified as compliant to the norms and standards by the OHSC.

Amajuba District will prioritise implementation or the following priorities:

- Health promotion and wellbeing
- Prevention of teenage pregnancy
- Strategic Plan for HIV, TB and STIs (attainment of the 95-95-95 targets)
- Strengthening of Community Based Services
- Community screening for non-communicable diseases
- Mental Health and Substance abuse
- Quality Improvement
- HR – empowerment, skills transfer and retention
- Health Care Financing

Mortality & Morbidity

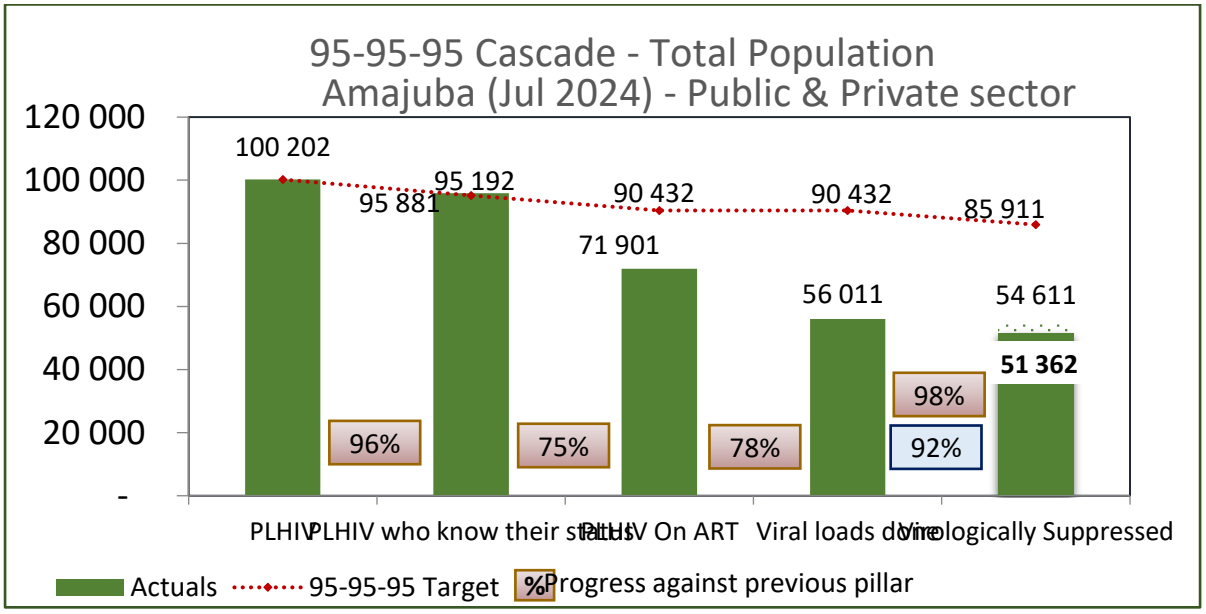
Diabetes Mellitus and Cerebrovascular diseases were the top two leading causes of deaths affecting the population of Amajuba (Stats SA, 2020). A decline in non-natural deaths during the same period is attributed to the imposed restriction on access to psychoactive substances i.e. alcohol, drugs and related intoxicating substances. This was due to COVID-19 restrictions and lockdown.

Maternal, Infant and Child Mortality

Maternal mortality in Amajuba district stands at 104.3 per 100 000 live births. Significant progress has been made in reducing maternal deaths. The leading causes of maternal deaths are due to obstetric hemorrhage and complications of hypertension. The SDG 3 requires the reduction of maternal deaths to less than 70 per 100 000 live births by 2030. A reduction to below 70 per 100 000 live births is thus targeted and will require improvements in the quality of antenatal care services and coverage. **Perinatal mortality rate** (a combination of **stillbirths** and **infants** that are born alive but die within the first 7 days after delivery), the PNMR currently stands at 23.3 per 1000 total births in Amajuba district (DHIS, 2023.24). Early presentation and adherence to ante-natal care package together with detection high risk pregnancies early and institute interventions for at-risk pregnancies will be prioritised. Almost half of perinatal deaths are potentially modifiable through interventions that are targeted at women before pregnancy and during antenatal care e.g. provision of nutritional supplements and prompt treatment of sexually transmitted infections. **Neonatal mortality** (child deaths within the first 28 days of life) in Amajuba district stands at 12.5 per 1000 live births. This has been consistent year after year and the and the majority of the neonatal deaths occurs during the first 6 days after birth owing to extreme prematurity, birth asphyxia, neonatal sepsis etc.
This will require interventions aimed at reducing deaths through prevention (reducing prematurity and improving antenatal care), managing complications during delivery (to prevent asphyxia) and improving the quality of new born care (especially the management of infections). This will also need improving skills, facilities and equipment in neonatal units at all referral hospitals, to ensure high coverage and quality of antenatal care.

Communicable Diseases

The National Development Plan calls for achieving a generation free of HIV/AIDS, while the SDG 3 sets a target to end the epidemic of AIDS, TB and Malaria by 2030. It is estimated that there are 100 202 people living with HIV in Amajuba district (Tembisa estimates, Version 4.7).



Out of the estimated total number of PLHIV, 67 446 clients were on ART at the end of March 2024. **Tuberculosis (TB)** Tuberculosis remains the leading cause of death amongst communicable diseases, however, there is a downward trend of mortality this due to improvement in case finding and

adherence to treatment which has seen the TB treatment success rate standing at 84.7% in 2023.24 from 70.9% in 2021.22 period.

Non-Communicable Diseases

The probability of premature mortality, between the ages of 30 and 70, due to selected NCDs including cardiovascular disease, cancer, diabetes and chronic respiratory diseases is 34% for males and 24% for females – total 29%. According to Stats SA, NCDs contribute 57.4% of all deaths. Many of these deaths are preventable through evidence based promotive, preventive and control measures. The leading single cause of deaths from NCDs in Amajuba district is diabetes which is the leading cause of all deaths (Stats SA, 2020) followed by cerebrovascular disease.

Mental disorders are prevalent in Amajuba district. The most prevalent are anxiety disorders, depression and substance abuse. The priorities are;

- Improving detection rates and management of mental disorders especially in primary health care settings;
- Improving mental health infrastructure capacity especially at community level; and
- Improving the supply of and access to mental health professionals targeting access at the primary care level. Mental wellbeing also requires that multidimensional interventions be implemented with other sectors to address the socio-economic determinants of mental disorders.

6.8.5 Access to Facilities

Delivering quality health services is vital for universal health coverage. Amajuba district subscribes to this by acknowledging and embedding the essential role of quality in the delivery of health care services. The district commits and strive to be compliant with the Health Standards in order to be certificated and implement NHI, for universal health coverage to be a reality by 2030. Improvement in health care delivery requires a deliberate focus on quality of health services, which involves providing effective, safe, people-centred care that is timely, equitable, integrated, and efficient.

Table: 173 Health Facilities

Municipality	Facility Type	Number	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil	100%	100%	100%
	Clinics	11	100%	100%	100%
Newcastle	Regional Hospital	2	100%	100%	100%
	Clinics	13	100%	100%	100%
Emadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	100%	100%
District Total	Hospitals	3	100%	100%	100%
	Clinics	26	100%	100%	100%

- 45 new additional DoH CCGs were contracted (2024-2025)

Mortality

The district mortality report shows that Tuberculosis (TB) and Diarrhoeal Diseases (DD) continue to be one of the leading causes of deaths though these can be prevented. However, the district analysis of the DD as one of the leading causes of deaths revealed some gaps on clinician's diagnostic criteria.

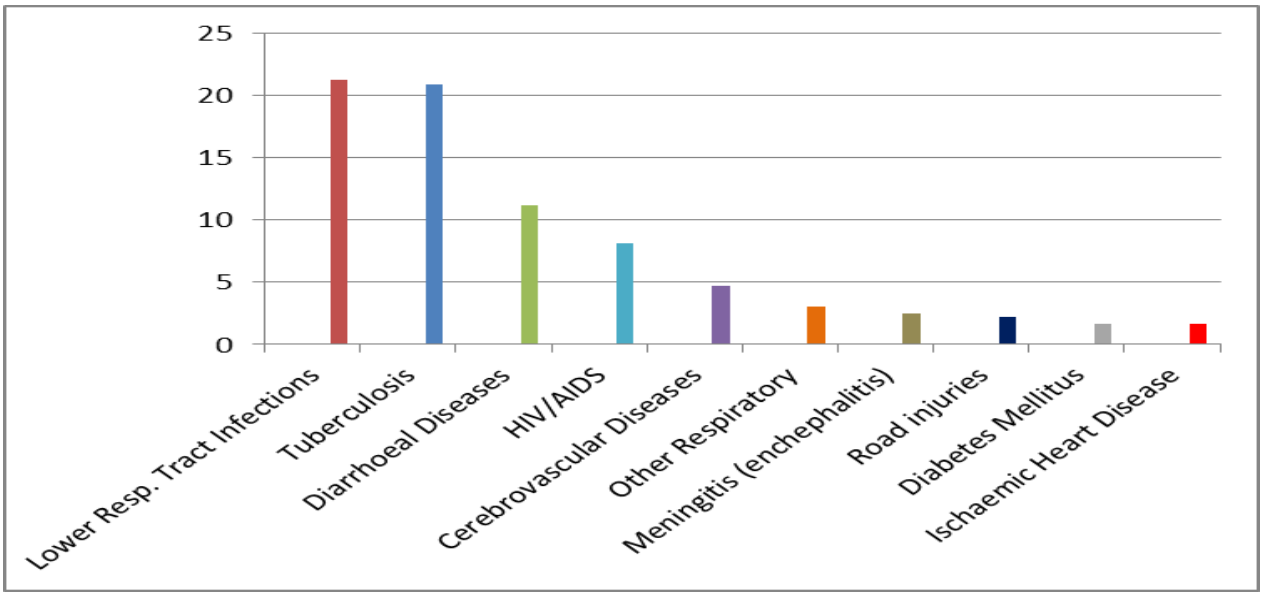


Figure 13: Mortality causes in ADM

Source: DHB 2017/18

In many of the cases whose records were audited, diarrhoea was secondary to the primary disease but reported as the cause of death. The district will address this concern with the relevant clinicians as this negatively impacts on planning. Using mortality profile information need to be accompanied by initiatives aimed at improving medical certification of the actual cause of death.

Maternal Mortality

Most the maternal deaths were related to complications of pregnancy. There were, however, other causes of maternal mortality that were related to the diseases of lifestyle and anaesthetic complication.

Figure 14: Maternal Mortality

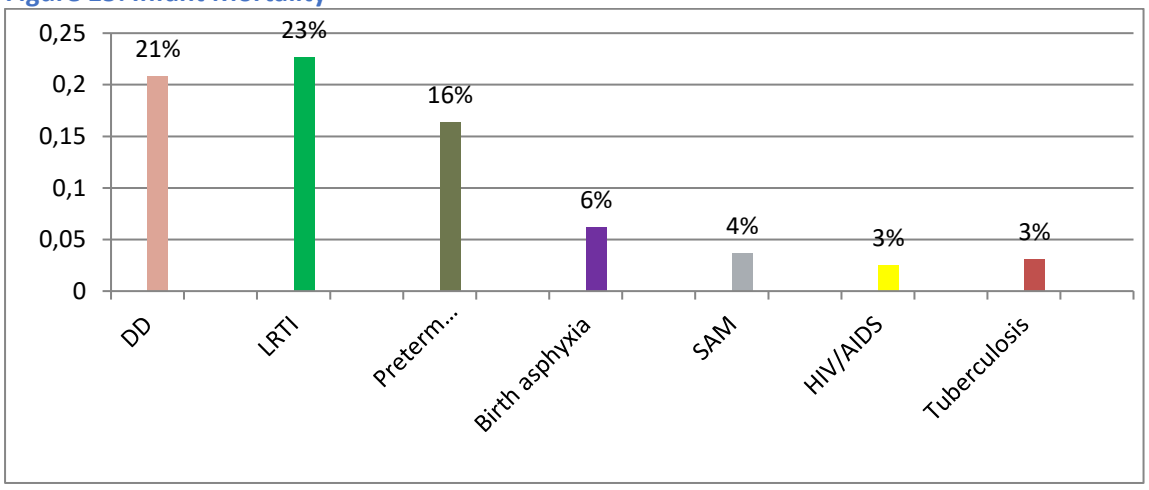


Source: DHP 2017/18 Facility maternal mortality report

Neonatal, Infant and child mortality

Most of the neonatal deaths in Amajuba district were due to the following: Extreme Prematurity, Asphyxia, neonatal sepsis congenital malformations other diseases, congenital pneumonia, cardiac lesions, intraventricular haemorrhage.

Figure 15: Infant Mortality



Source: Facility Mortality data

The district has persistent poor performance in neonatal deaths which is high in extreme premature babies as their weight ranging between 500g and 900g. The maternal factors attributed towards premature labour are hypertensive disorders, untreated infections.

Non-Communicable Disease

The threat of Non-Communicable Disease (NCD) mirrors some concerns for the population of Amajuba District and responsiveness of our health system. The increasing number of new clients diagnosed

with Hypertension is concerning. This however is attributed to the improving lifespan of our citizens as a result of successful ART programme and physical inactivity. With HPT and Diabetes Mellitus (DM) among the top 10 mortal diseases in Amajuba, targeted interventions need to be directed to the population at risk of developing these diseases.

The high burden of Tuberculosis (TB) in Amajuba district (425 new cases during Q3 in 2018) remain a concern despite efforts and resources that have been injected to support the programme for better outcomes. The increasing number of new TB cases need to be looked at closely and aggressive efforts implemented towards screening all clients that visits our facilities for early detection and initiation of treatment.

Table: 174: HIV/TB And STI prevalence

District	Local Municipality	HIV Positivity* (15-49 Years)	TB Smear Positive Rate**	STI (Male Urethral Syndrome (MUS)
Amajuba District	Dannhauser	5.1%	14%	383
	Emadlangeni	7.1%	7%	87
	Newcastle	6.4%	76%	1694
Total		**6.2%**	**7.6%**	**2164**

Source: Department of Health 2018/19

HIV/Aids Prevalence and Incidence

There is a steady decline in the HIV prevalence at Amajuba District. This (epidemiologically) can be attributed to HIV positive clients living longer while on ART treatment and a decline in new HIV infections because of strengthened HIV prevention efforts. Total population is 565 227 and 497 965 (88%) is uninsured and rely on health care services provided by the State. Amajuba District is affected by quadruple burden of disease, namely hypertension, diabetes, HIV/AIDS & TB. A total of 86340 people living with HIV, of which 64755 know their HIV Status (gap =12951). Prevalence of HIV/Aids within different age groups per municipalities during 2019/20 is as follows:

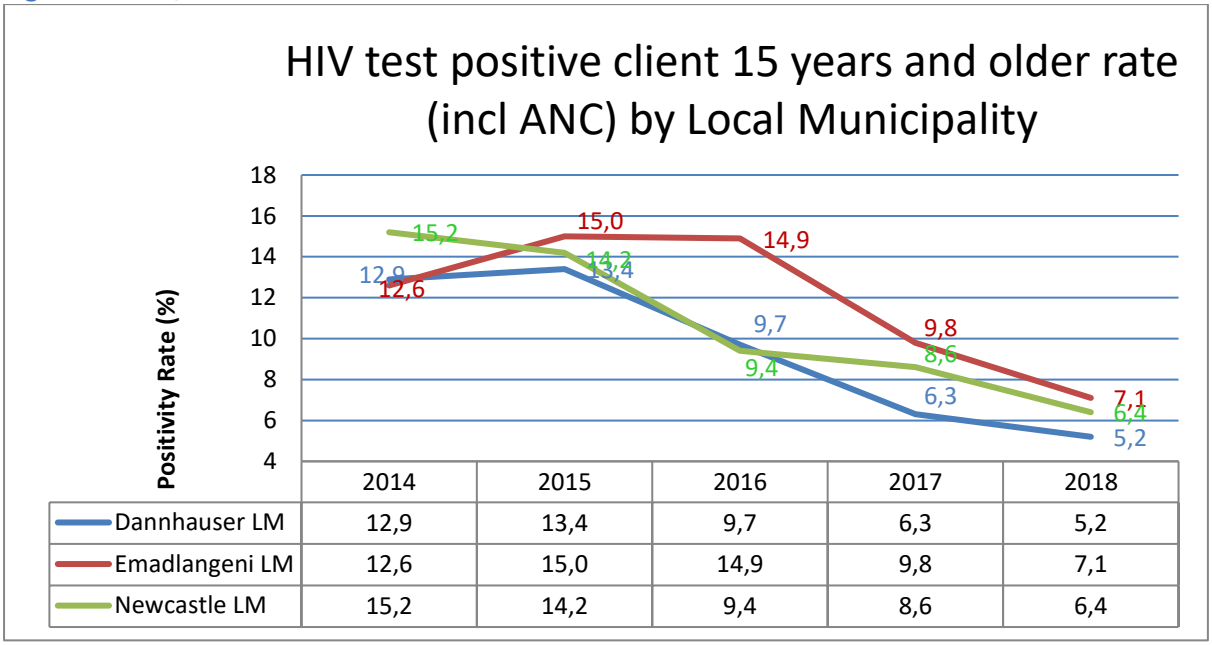
Table: HIV/Aids Prevalence and Incidence

Local Municipality	Percentage	Actual Numbers
HIV Positive at Antenatal Test		
Amajuba District	68%	8773
Positivity at 6 weeks		
eMadlangeni Local Municipality	7.49%	178
Dannhauser Local Municipality	19.31%	459
Newcastle Local Municipality	89.74%	1740
Positivity at 18 Months		
Amajuba District	**0.11%**	976
Positivity at 12-59 Months		
Amajuba District	0.13%	1089
Positivity at 5 years to 14 years		

Amajuba District	3.9%	6974
Positivity at 15 years to 49 years		
Amajuba District	10,36%	8362

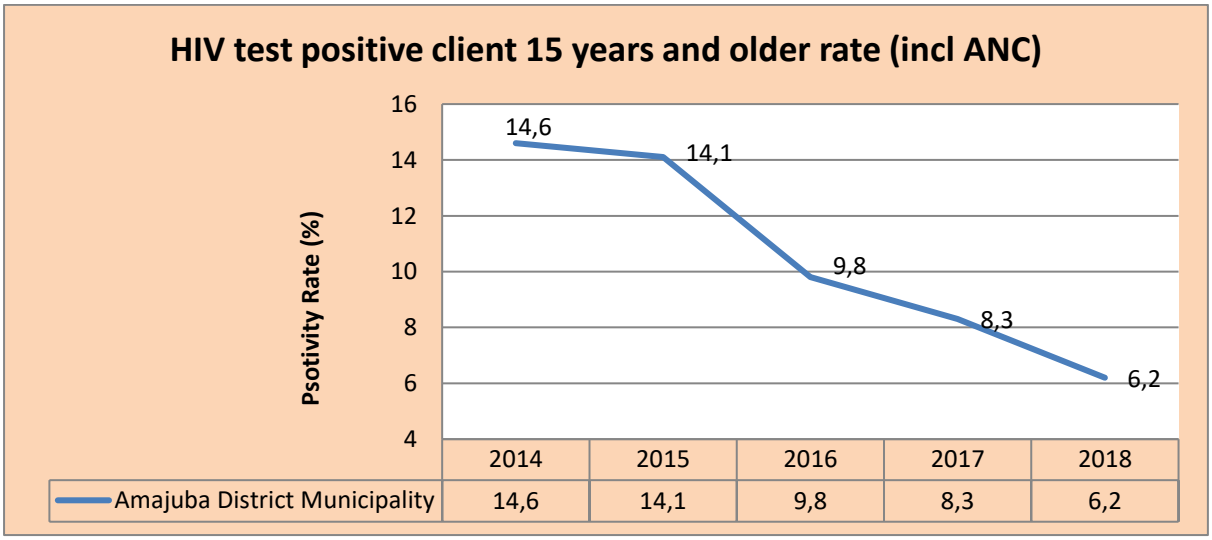
The figures above are a calculation done using population data for the age cohort applicable and is not done using the population number of 531 327.

Figure 16: HIV/Aids Prevalence



Source: Department of Health 2018/19

Figure 17: Overall HIV prevalence in ADM



Source: Department of Health 2018/19

Access to Facilities

The Dannhauser Community Health Centre (CHC) began its full operations during the first quarter of 2015/16 financial year thus increasing access to all its citizens. This facility also added on the ten (10) fixed Primary Health Care facilities that already exist in Dannhauser sub-district. There are no PHC mobile teams attached to the institution currently, but the two (2) teams that are serving Dannhauser Mobile points are still attached to Madadeni Hospital hence their headcount is still reported under Newcastle sub-district.

Emadlangeni sub-district population have access to two (2) fixed PHC facilities and 3 PHC mobile teams. Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics. Consideration and prioritization for new PHC facilities should be directed to Newcastle.

Newcastle sub-district population to PHC facility is very high compared to the other 2 sister-sub-districts, this is mainly due to few (13) clinics for a population of more than 360 000 which is three (3) times more than the population of Dannhauser which has 10 fixed clinics and a Community Health Centre. Emadlangeni also has a high population to PHC as compared to Dannhauser sub-district.

Table: 175: Health facilities

Municipality	Facility Type	Number	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil	100%	100%	100%
	Clinics	10	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	13	100%	100%	100%
Emadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	50%	50%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	90%	96%

The district, through the District Health System (DHS), provides health services to the population using the Primary Health Care (PHC) approach. A complete list of the range of health care facilities and services available within the Amajuba District, are provided above.

6.8.6 Institutional Social Development Analysis

Community Services Department is one of the key departments geared towards the advancement of meaningful Service Delivery Objectives and Outcomes within Amajuba District Municipality. As a department within the municipality, Community Services Department also subscribes to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined accordingly.

Strategically, Community Services Department is best suited for the municipality to achieve the three main National and Provincial priorities, that is, Leading and Sustaining Urban and Rural Development, promoting sustainable change in Socio-Economic Relations and Healthy lifestyle and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities

is clearly defined and entailed in the Turn-around Strategy and the SDBIP of Amajuba District Municipality. A detailed implementation plan is also available in the Departmental Business Plan. Within the ambit of Community Services Department there is Social Development Unit. This Unit is primarily responsible for the advancement and improvement of the Social-Wellbeing and Socio-Economic status of the entire population of the district.

Focus Areas

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

The Department of Socio-economic and Community Services is one of the strategic departments in the delivery of services and rolling out of community outreach programmes within Amajuba District Municipality. The department was established as one of the strategic administration tools to achieve organisational goals and predetermined institutional objectives as entailed in the Municipal Business Plan. The Department also adheres to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined in the National Development Plan.

Social Development Unit as a section within the Department directly impacts on the three National priorities, that is, providing a Healthy, Safe and Secure Environment for all Communities, promoting sustainable change in Socio-Economic Relations and Healthy lifestyle, and Promoting Good Governance and Nation Building. The planning, implementation and impact of these three priorities are outlined in the departmental SDBIP. A detailed implementation plan is also available in the Departmental Business Plan.

Below is a detailed analysis of the Social Development Unit.

a) **Focus Areas**

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, Transport Plan and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the unit. SDU also deals with intergovernmental and other special programmes or projects as and when the need arises. The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP is the priority of the Social Development Unit.

b) **Overall Objective**

The overall objective of the department is derived from the Municipal Vision and Mission which clearly states and sets targets for development objectives of the Municipality. The Socio-economic and Community Services Department will continuously strive for the provision of improved and better socio-economic services to the entire population of the district, thereby contributing directly to national building.

c) **Available Resources**

The departmental organogram clearly outlines the available human resources and the capacity that the department has to carry out its mandatory task. The financial resources are provided through the approved Municipal Budget. The intergovernmental relations and integrated planning approach in delivering services is also another strong tool that the department employs in performing its duties. The National and Provincial support

programmes and the relative departments within the municipality also provide a wide range of resources that provide a meaningful support to the department, especially SDU.

d) Stakeholders Forums

In accordance with the National and Provincial guidelines, Municipal objectives and Batho Pele principles, SDU has established various community-based Stakeholders Forums to promote public participation and public accountability. Such forums include, District Gender Forum, District Arts and Culture Forum, District Senior Citizens Forum, District Disability Forum and District Aids Council. Most of these forums are coordinated through Operation Sukuma Sakhe (OSS). SDU is currently working on establishing Local Youth Structures and the District Youth Council.

e) Sector Plans

The department continuously develop, review and implement sector plans to ensure that they are in line with the new national development goals and the municipal strategies objectives. Some of these sector plans are dependent on other municipal departments since they are responsible for developing and reviewing such plans. The department will then receive the completed plans as the user department for implementation and monitoring.

f) Departmental Priorities

SDU programmes and projects are prioritised in accordance with national priorities and the national calendar dates pending the availability of financial and material resources.

PROGRAMME 2: DISTRICT HEALTH SERVICES

DISTRICT MANAGEMENT

Table 5: Programme 1 Outcomes, Output Indicators and Targets

Outputs	Output Indicators		Audited Performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: UNIVERSAL HEALTH COVERAGE									
Supplier invoices paid within 30 days	1.	Percentage of supplier invoices paid within 30 days	New Indicator	New Indicator	91%	94%	96%	98%	98%
		Suppliers paid within 30 days (R000)	-	-	4 955	4 955	5 265	5 453	5 531
		'Suppliers paid within a given month (period) (R'000)	-	-	5 324	5 404	5 484	5 564	5 644

Table 2: Programme 1 Quarterly Output Indicators and Targets

Indicator Name	2025/26				
	Annual targets	Q1	Q2	Q3	Q4
OUTPUT INDICATORS					

OUTCOME: UNIVERSAL HEALTH COVERAGE					
1. Percentage of supplier invoices paid within 30 days	96%	96%	96%	96%	96%
Suppliers paid within 30 days (R'000)	5 265	1 316	1 316	1 316	1 316
'Suppliers paid within a given month (period) (R'000)	5 484	1 371	1 371	1 371	1 371

DISTRICT HEALTH SERVICES

Primary Health Care

Table 6: Primary Health Care Outcomes, Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
Improved quality of care provided in Primary Health Care facilities	1. Ideal clinic status obtained rate	100%	100%	100%	96%	100%	100%	100%
	Fixed PHC health facilities have obtained Ideal Clinic status	26	26	26	25	26	26	26
	Fixed PHC clinics or fixed CHCs and or CDCs	26	26	26	26	26	26	26

Severity assessment code (SAC) 1 incident reported within 24 hours (PHC)	2. Severity assessment code (SAC) 1 incident reported within 24 hours rate - PHC	0%	0%	0%	0%	100%	100%	100%
	Severity assessment code (SAC) 1 incident reported within 24 hours	0	0	0	0	8	12	12
	Severity assessment code (SAC) 1 incident reported	1	0	0	4	8	12	12
Improved patient experience of care (PHC)	3. Patient Experience of Care survey rate – PHC	100%	100%	100%	100%	100%	100%	100%
	Facility PEC Survey done	26	26	26	26	26	26	26
	PHC facilities	26	26	26	26	26	26	26

Table 7: Primary Healthcare Output Indicators Quarterly and Annual Targets

Indicator	2024/25				
	Annual Targets	Q1	Q2	Q3	Q4
OUTCOME INDICATORS					

Indicator	2024/25				
	Annual Targets	Q1	Q2	Q3	Q4
OUTCOME: IMPROVED PATIENT EXPERIENCE OF CARE					
1. Ideal clinic status obtained rate	100%	-	100%	-	-
Fixed PHC health facilities have obtained Ideal Clinic status	26	-	26	-	-
Fixed PHC clinics or fixed CHCs and or CDCs	26	-	26	-	-
QUARTERLY INDICATORS					
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE					
2. Severity assessment code (SAC) 1 incident reported within 24 hours rate – PHC	100%	100%	100%	100%	100%
Severity assessment code (SAC) 1 incidents reported within 24 hours – PHC	8	2	4	6	8
Severity assessment code (SAC) 1 incident reported – PHC	8	2	4	6	8
3. Patient Experience of Care survey rate – PHC	100%	—	100%	—	—
Facility PEC Survey done	26	—	26	—	—
PHC facilities	26	—	26	—	—

District Hospital

Table 8: District hospital Outputs, Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
Severity assessment code (SAC) 1 incident reported within 24 hours (District Hospital)	Severity assessment code (SAC) 1 incident reported within 24 hours rate	0%	0%	0%	0%	100%	100%	100%
	Severity assessment code (SAC) 1 incident reported within 24 hours	0	0	0	0	4	4	4
	Severity assessment code (SAC) 1 incident reported	1	0	0	0	4	4	4
Improved patient experience of care	Patient experience of care survey rate – District Hospital	100%	100%	100%	100%	100%	100%	100%
	Facility PEC Survey done	1	1	1	1	1	1	1
	District hospitals	1	1	1	1	1	1	1

Table 9: District hospital Output Indicator Quarterly targets

Indicator	2025/26				
	Annual Targets	Q1	Q2	Q3	Q4
QUARTERLY INDICATORS					
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE					
1. Severity assessment code (SAC) 1 incident reported within 24 hours rate – District hospitals	100%	100%	100%	100%	100%
Severity assessment code (SAC) 1 incident reported within 24 hours	4	1	2	3	4
Severity assessment code (SAC) 1 incident reported	4	1	2	3	4
Patient experience of care survey rate – District Hospital	100%	—	100%	—	—
Facility PEC Survey done	1	—	1	—	—
District Hospitals	1	—	1	—	—

HIV / TB AND SEXUALLY TRANSMITTED INFECTIONS (HAST)

Table 10: HAST Outcomes, Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
Reduce HIV positive 5-14 and 15-24 years (excl. ANC)	HIV positive 5-14 years (excl. ANC) rate	1%	0.5%	2.7 %	0.9%	2.7 %	2.7 %	2.7%
	HIV positive 5-14 years (excl. ANC)	116	47	174	70	179	185	190
	HIV test 5-14 years (excl. ANC)	11 467	8 931	6 409	8 200	6 601	6 799	7 003
	HIV positive 15-24 years (excl. ANC) rate	3.0%	2.5%	2.9 %	1.9%	3.0 %	3.1 %	3.2%
	HIV positive 15-24 years (excl. ANC)	1 464	1 152	1 118	800	1 289	1 487	1 715
	HIV test 15-24 years (excl. ANC)	48 083	46 897	38 030	41 300	42 742	48 039	53 991
ART adult remain in care - total (ART quarterly outcome indicator)	ART adult remain in care rate [12 months]	59.7 %	62.0 %	62.9 %	65.5%	61.8%	60.8 %	59.7 %
	ART adult remain in care – total	3 950	3 598	3 792	3 731	3 982	4 181	4 390
	ART adult start minus cumulative transfer out	6 616	5 804	6 029	5 740	6 440	6 879	7 348
ART child remain in care - total (ART quarterly	ART child remain in care rate [12 months]	75.2 %	68.6 %	78.7 %	78.9%	82.3%	86%	90%
	ART child remain in care – total	100	70	96	90	114	135	159
	ART child start minus cumulative transfer out	133	102	122	114	138	156	177

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
outcome indicator)								
Improved adherence and improved patient treatment outcomes.	ART adult viral load suppressed rate (below 50) [12 months]	95,2%	95,4%	96,8%	97%	96,4%	95,9%	95,5%
	ART adult viral load under 50	2 414	2 156	2 212	2 245	2 345	2 486	2 635
	ART adult viral load done	2 537	2 260	2 284	2 314	2 433	2 591	2 759
	ART child viral load suppressed rate (below 50) [12 months]	76,4%	62,0%	67,2%	71%	72,9%	79,0%	85,7%
	ART child viral load under 50	55	31	43	41	55	70	90
	ART child viral load done	72	50	64	58	75	89	105
All DS-TB client successfully completed treatment	All DS-TB client Treatment Success rate	67%	73.4%	79%	80%	81%	83%	85%
	All DS-TB client successfully completed treatment	1 197	1 378	1 333	1 266	1 432	1 538	1 650
	All DS-TB treatment start	1 787	1 877	1 687	1 595	1 768	1 853	1 942
RR-TB Notifications	TB - Rifampicin resistant/Multidrug-Resistant Treatment Success Rate	68%	67.6%	53.8%	55%	53.8%	53.8%	53.8%
	TB Rifampicin Resistant/Multidrug Resistant successfully completed treatment	17	50	35	32	37	39	41
	TB Rifampicin Resistant/Multidrug Resistant client started on treatment	25	74	65	58	68	72	75

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
DS-TB Notifications	Number of DS-TB treatment start 5 years and older	1 666	1 739	1 580	1 465	1 656	1 735	1 818
	Number of DS-TB treatment start under 5 years	121	138	107	130	112	118	124
RR-TB Notifications	TB Rifampicin resistant/Multidrug-Resistant treatment start	25	74	65	58	68	72	75

: HAST Output Indicators and Targets for 2025/26

Indicator Name	2025/26			
	Annual targets	Q1	Q2	Q3
QUARTERLY INDICATORS				
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE				
HIV positive 5-14 years (excl. ANC) rate	2.7%	2.7%	2.7%	2.7%
HIV positive 5-14 years (excl. ANC)	179	45	90	135
HIV test 5-14 years (excl. ANC)	6 601	1 650	3 300	4 950
HIV positive 15-24 years (excl. ANC) rate	3.0%	3%	3%	3%
HIV positive 15-24 years (excl. ANC)	1 289	322	645	966
HIV test 15-24 years (excl. ANC)	42 742	10 685	21371	30056
ART adult remain in care rate [12 months]	61.8%	61.8%	61.8%	61.8%
ART adult remain in care – total	3 982	995	1 991	2 986
ART adult start minus cumulative transfer out	6 440	1 610	3 220	4 830

Indicator Name	2025/26			
	Annual targets	Q1	Q2	Q3
ART child remain in care rate [12 months]	82.3%	82.3%	82.3%	82.3%
ART child remain in care – total	114	28	57	86
ART child start minus cumulative transfer out	138	34	69	103
ART adult viral load suppressed rate (below 50) [12 months]	96,4%	96.4%	96.4%	96.4%
ART adult viral load under 50	2 345	586	1 172	1 758
ART adult viral load done	2 433	608	1 216	1 824
ART child viral load suppressed rate (below 50) [12 months]	72,9%	72.9%	72.9%	72.9%
ART child viral load under 50	55	14	28	41
ART child viral load done	75	18	37	56
All DS-TB client Treatment Success rate	81%	81%	81%	81%
All DS-TB client successfully completed treatment	1 432	358	716	1 074
All DS-TB treatment start	1 768	442	884	1 326
TB - Rifampicin resistant/Multidrug-Resistant Treatment Success Rate	53.8%	53.8%	53.8%	53.8%
TB Rifampicin Resistant/Multidrug Resistant successfully completed treatment	37	9	19	28
TB Rifampicin Resistant/Multidrug Resistant client started on treatment	68	17	34	51
Number of DS-TB treatment start 5 years and older	1 656	414	828	1 242
Number of DS-TB treatment start under 5 years	112	28	56	84
TB Rifampicin resistant/Multidrug-Resistant treatment start	68	17	34	51

MATERNAL, WOMAN AND CHILD HEALTH INCLUDING NUTRITION (MCWHN)

Table 11: MCWHN Outcomes, Output Indicators and Targets

Output Statements	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
Couple Year Protection	1. Couple Year Protection Rate	53.7%	51.8%	63.6%	54%	66%	69%	72 %
	Couple year protection	81 983	79 891	99 373	77 391	96 172	100 983	106 034
	Population 15-49 years females	138 746	140 192	141 671	143 197	144 734	146 131	147 407
Prevent Adolescent Pregnancy	2. Number of deliveries 10 - 14 years in facility	36	52	22	19	22	23	24
Increase Percentage (80%) of pregnant women attend ANC before 20 weeks	3. Antenatal 1st visit before 20 weeks rate	72%	73.7%	70.5%	74.6%	72%	72%	71%
	Antenatal 1st visit before 20 weeks	7 309	7 265	6 501	6 624	6 921	7 369	7 846
	Antenatal 1st visit – total	9 921	10 303	8 852	8 882	9 539	10 279	11 077
Increase Percentage	4. Mother postnatal visit within 6 days rate	66.9%	66.4%	65.3%	62.9%	64%	65%	66%

Output Statements	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
(80%) of mothers attend postnatal care between 0 – 6 days	Mother postnatal visit within 6 days after delivery	6 492	6 972	6 917	6 724	6 492	7 191	7 979
	Delivery in facility total	9 709	10 500	10 598	10 690	10 134	11 069	12 094
Eliminate vertical transmission of HIV	5. Infant 1st PCR test positive at birth rate	0.1%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%
	Infant 1st PCR test positive at birth	3	8	5	5	5	5	5
	Infant 1st PCR test at birth	3 399	3 125	2 692	2 298	2 773	2 856	2 942
90% of children are fully immunised by one year of age	6. Immunisation under 1 year coverage	91,0%	87,2%	95,4%	99.8%	95,6%	95,8%	96,0%
	Immunised fully under 1 year new	12 180	11 240	11 836	12 205	12 315	12 813	13 332
	Population under 1 year	13 389	12 897	12 401	12 401	12 876	13 369	13 881
99% of children receive two doses of measles	7. MR 2nd dose 1 year coverage	81.5%	89.7%	89.3%	103.4%	101%	96%	96%
	MR 2nd dose	10 949	12 033	11 917	13 396	13 355	13 898	14 464
	Target population 1 year	13 428	13 417	13 339	12 914	13 178	13 448	13 723

Output Statements	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
containing vaccine								
Reduce under 5 mortality due to diarrhoea	Child under 5 years diarrhoea case fatality rate	0.8%	2.0%	0.4%	0.6%	0.4%	0.4%	0.4%
	Diarrhoea death under 5 years	3	8	2	3	2	2	2
	Diarrhoea separation under 5 years	390	397	494	472	519	545	572
Reduce under 5 mortality due to pneumonia	Child under 5 years pneumonia case fatality rate	2.8%	1.9%	1.4%	1.6%	1.4%	1.4%	1.4%
	Pneumonia death under 5 years	6	9	5	5	5	6	6
	Pneumonia separation under 5 years	217	463	358	312	376	395	414
Reduce under 5 mortality due to malnutrition	Child under 5 years severe acute malnutrition case fatality rate	12.0%	6.7%	7.5%	6.2%	7.5%	7.5%	7.5%
	Severe acute malnutrition (SAM) death under 5 years	11	7	5	3	5	6	6
	Severe acute malnutrition inpatient separation under 5 years	92	104	67	64	70	74	78
Prevent Cervical Cancer	Cervical Cancer Screening Coverage	Not monitored	Not monitored	67.1%	52.2%	53%	57%	62%

Output Statements	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Cervical cancer screening done	-	-	7 715	5 966	8 572	9 531	10 602
	[(80% women aged 30-50yrs/10)+(20% women aged 20 years and above /3)	-	-	11 497	11 429	16 279	16 705	17 153

Table 12: MCWHN Indicator Quarterly and Annual Targets

Indicator Name	2025/26				
	Annual targets	Q1	Q2	Q3	Q4
QUARTERLY INDICATORS					
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE					
Couple Year Protection Rate	66%	66%	66%	66%	66%
Couple year protection	96 172	24 043	24 043	24 043	24 043
Population 15-49 years females	144 734	36 183	36 184	36 183	36 184
Number of deliveries 10 - 14 years in facility	22	5	11	17	22
Antenatal 1st visit before 20 weeks rate	72%	72%	72%	72%	72%
Antenatal 1st visit before 20 weeks	6 921	1 730	1 730	1 730	1 730
Antenatal 1st visit – total	9 539	2 385	2 386	2 385	2 385
Mother postnatal visit within 6 days rate	64%	64%	64%	64%	64%
Mother postnatal visit within 6 days after delivery	6 492	1 623	1 623	1 623	1 623
Delivery in facility total	10 134	2 533	2 534	2 534	2 533
Infant 1st PCR test positive at birth rate	0.2%	0.2%	0.2%	0.2%	0.2%
Infant 1st PCR test positive at birth	5	1	3	4	5
Infant 1st PCR test at birth	2 773	693	1 386	2 079	2 773
Immunisation under 1 year coverage	95.6%	95.6%	95.6%	95.6%	95.6%
Immunised fully under 1 year new	12 315	3 079	3 079	3 078	3 079
Population under 1 year	12 876	3 219	3 219	3 219	3 219
MR 2nd dose 1 year coverage	101%	101%	101%	101%	101%
MR 2nd dose	13 355	3 339	3 339	3 338	3 339
Target population 1 year	13 178	3 295	3 294	3 294	3 295
Child under 5 years diarrhoea case fatality rate	0.4%	0.4%	0%	0.4%	0%
Diarrhoea death under 5 years	2	1	0	1	0
Diarrhoea separation under 5 years	519	129	131	130	129
Child under 5 years pneumonia case fatality rate	1.4%	1.4%	1.1%	1.1%	1.1%

Indicator Name	2025/26				
	Annual targets	Q1	Q2	Q3	Q4
Pneumonia death under 5 years	5	2	1	1	1
Pneumonia separation under 5 years	376	94	94	94	94
Child under 5 years severe acute malnutrition case fatality rate	7.5%	5.8%	5.8%	5.8%	10.5%
Severe acute malnutrition (SAM) death under 5 years	5	1	1	1	2
Severe acute malnutrition inpatient separation under 5 years	70	17	17	17	19
Cervical Cancer Screening Coverage	53%	53%	53%	53%	53%
Cervical cancer screening done	8 572	2 143	2 143	2 143	2 143
[(80% women aged 30-50yrs/10)+(20% women aged 20 years and above /3)	16 279	4 069	4 070	4 070	4 070

DISEASE PREVENTION AND CARE (DPC)

Table 13: Disease Prevention and Control Outputs, Output Indicators and Targets for 2025/26

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY AND MORTALITY								
PHC mental disorders treated	Malaria case fatality rate	50,0%	0,0%	0,0%	0%	0,0%	0,0%	0,0%
	Malaria death reported	2	0	0	0	0	0	0
	Malaria case reported	4	5	9	6	9	10	10
PHC mental disorders treated	PHC Mental Disorders Treatment Rate New	New indicator	New indicator	New indicator	0.03%	0.05%	0.05%	0.06%
	PHC client treated for mental disorders - new	-	-	-	362	379	488	648
	PHC headcount - total	-	-	-	1 042 544	1 027 165	1 059 207	1 092 261
Improve early detection and case finding	Client 18 - 44 years screened for diabetes	431 723	459 340	481 194	475 080	507 274	534 767	563 751
	Client 45 years and older screened for diabetes	222 951	248 332	250 874	251 220	266 965	284 089	302 310

Table 14: DPC Outcomes, Outputs, Output Indicators and Targets for 2025/26

Indicator	2025/26				
	Annual Targets	Q1	Q2	Q3	Q4
OUTPUT INDICATORS					
OUTCOME: REDUCED MORBIDITY AND MORTALITY					
Malaria case fatality rate	0%	0%	0%	0%	0%
Malaria death reported	0	0	0	0	0
Malaria case reported	9	2	4	6	9
PHC Mental Disorders Treatment Rate New	0.05%	0.05%	0.05%	0.05%	0.05%
PHC client treated for mental disorders - new	379	95	189	284	379
PHC headcount - total	1 027 165	264 545	529 090	793 635	1 058 180
Client 18 - 44 years screened for diabetes	507 274	126 818	252 330	379 148	507 274
Client 45 years and older screened for diabetes	266 965	66 741	133 483	200 225	266 965

PROGRAMME 3: EMERGENCY MEDICAL SERVICES

Table 15 : EMS Outputs, Output Indicators and Targets

Outputs	Output Indicator	Audited l Performance			Estimated Performance	MTEF period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
EMS P1 urban response under 30 minutes	1. EMS P1 urban response under 30 minutes rate	75.2%	63.6%	41%	42.9%	58%	60%	65%
	EMS P1 urban response under 30 minutes	3 849	3 698	1 691	1 532	2 743	2 881	3 178
	EMS P1 urban responses	5 117	5 819	4 129	3 574	4 730	4 801	4 890
EMS P1 rural response under 60 minutes	2. EMS P1 rural response under 60 minutes rate	80.6%	72.1%	49.6%	42.9%	65%	70%	70%
	EMS P1 rural response under 60 minutes	12 476	10 641	6 057	5 192	8 999	9 836	9 936
	EMS P1 rural responses	15 488	14 749	12 216	12 104	13 844	14 052	14 098

EMS Output Indicators Quarterly and Annual Targets

Indicator Name	2025/26				
	Annual Targets	Q1	Q2	Q3	Q4
OUTCOME: UNIVERSAL HEALTH COVERAGE					
EMS P1 urban response under 30 minutes rate	58%	58%	58%	58%	58%
EMS P1 urban response under 30 minutes	2 743	686	687	686	687
EMS P1 urban responses	4 730	1 182	1183	1182	1 183
EMS P1 rural response under 60 minutes rate	65%	65%	65%	65%	65%
EMS P1 rural response under 60 minutes	8 999	2 249	2 249	2 249	2 250
EMS P1 rural responses	13 844	3 461	3 461	3 461	3 461

PROGRAMME 4: REGIONAL HOSPITALS

PROGRAMME 4 COMBINED (All hospitals funded under Programme 4 are combined)

Table 16: Regional (General) Outputs, Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE								
Severity Assessment Code (SAC) 1 incidence reported within 24 hrs (Regional Hospitals)	1. Severity assessment code (SAC) 1 incident reported within 24 hours rate - Regional hospitals	86.6%	69.6%	76%	100%	100%	100%	100%
	Severity assessment code (SAC) 1 incident reported within 24 hours	26	16	19	24	26	26	27
	Severity assessment code (SAC) 1 incident reported	30	23	25	24	26	26	27
Improved patient experience of care	Patient Experience of Care Survey rate	100%	100%	100%	100%	100%	100%	100%
	Facility PEC survey done	2	2	2	2	2	2	2
	Regional Hospitals	2	2	2	2	2	2	2

Programme 4 Output Indicator Quarterly and Annual Targets

Indicator Name	2025/26				
	Annual targets	Q1	Q2	Q3	Q4
QUARTERLY INDICATORS					
OUTCOME: REDUCED MORBIDITY & MORTALITY AND IMPROVED CLIENT EXPERIENCE OF CARE					
1. Severity assessment code (SAC) 1 incident reported within 24 hours rate - Regional hospitals	100%	100%	100%	100%	100%
Severity assessment code (SAC) 1 incident reported within 24 hours	26	6	7	6	7
Severity assessment code (SAC) 1 incident reported	26	6	7	6	7
2. Patient Experience of Care Survey rate	100%	-	100%	-	-
Facility PEC survey done	2	-	2	-	-
Regional Hospitals	2	-	2	-	-

PROGRAMME 6: HEALTH SCIENCES AND TRAINING PROGRAMME

Table 17: Programme 6 Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MtEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: UNIVERSAL HEALTH COVERAGE								
Provision of funding to address skills shortage and improve performance	27. Number of Bursaries awarded to first year nursing students	-	19	22	18	25	25	30
	28. Number of internal employees awarded bursaries	20	22	18	9	26	25	28

Table 18: Programme 6: Output Indicators Quarterly and Annual Targets

Indicator Name	2025/26 Period				
	Annual Targets	Q1	Q2	Q3	Q4
OUTCOME: UNIVERSAL HEALTH COVERAGE					
7. Number of Bursaries awarded to first year nursing students	25	-	25	-	-
8. Number of internal employees awarded bursaries	26	-	26	-	-

PROGRAMME 7: HEALTH CARE SUPPORT SERVICES

Table 19: Programme 7: Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: UNIVERSAL HEALTH COVERAGE								
Uninterrupted supply of essential medicines	30. Tracer Medicine Stock-Out Rate at facilities (hospitals, community health centres and clinics)	1.3%	1.7%	0.7%	0.7%	2%	2%	2%
	Number of Tracer medicines stock out in bulk store	95	126	57	56	158	148	128
	Number of tracer medicines expected to be stocked in the bulk store	7 560	7 560	7 560	7 560	7 560	7 560	7 560

Table 20: Programme 7: Output Indicators Quarterly and Annual Targets

Indicator Name	2025/26				
	Annual targets	Q1	Q2	Q3	Q4
OUTCOME: UNIVERSAL HEALTH COVERAGE					
29. Tracer Medicine Stock-Out Rate at facilities (hospitals, community health centres and clinics)	2%	2%	2%	2%	2%
Number of Tracer medicines stock out in bulk store	158	158	158	158	158
Number of tracer medicines expected to be stocked in the bulk store	7 560	7 560	7 560	7 560	7 560

PROGRAMME 8: INFRASTRUCTURE SERVICES

Table 21: Programme 8: Output Indicators and Targets

Outputs	Output Indicator	Audited Performance			Estimated Performance	MTEF Period		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
OUTCOME: UNIVERSAL HEALTH COVERAGE								
Preventative maintenance activities to prevent failure	29. Percentage of preventative maintenance expenditure	96%	85.6%	90.6%	100%	100%	100%	100%
	Expenditure on Preventative Maintenance Activities	20 152 813	14 133 050	14 206 830	16 307 200	16 959 488	17 637 868	18 935 876
	Expenditure on Preventative Maintenance plus Day-to-day Maintenance	20 967 000	16 441 000	15 680 000	16 307 200	16 959 488	17 637 868	17 589 000
Completion of renovation and refurbishing projects	30. Number of Capital Infrastructure Projects completed	Not reported	Not reported	Not reported	2	5	5	6

Table 22: Programme 8: Output Indicators Quarterly and Annual Targets

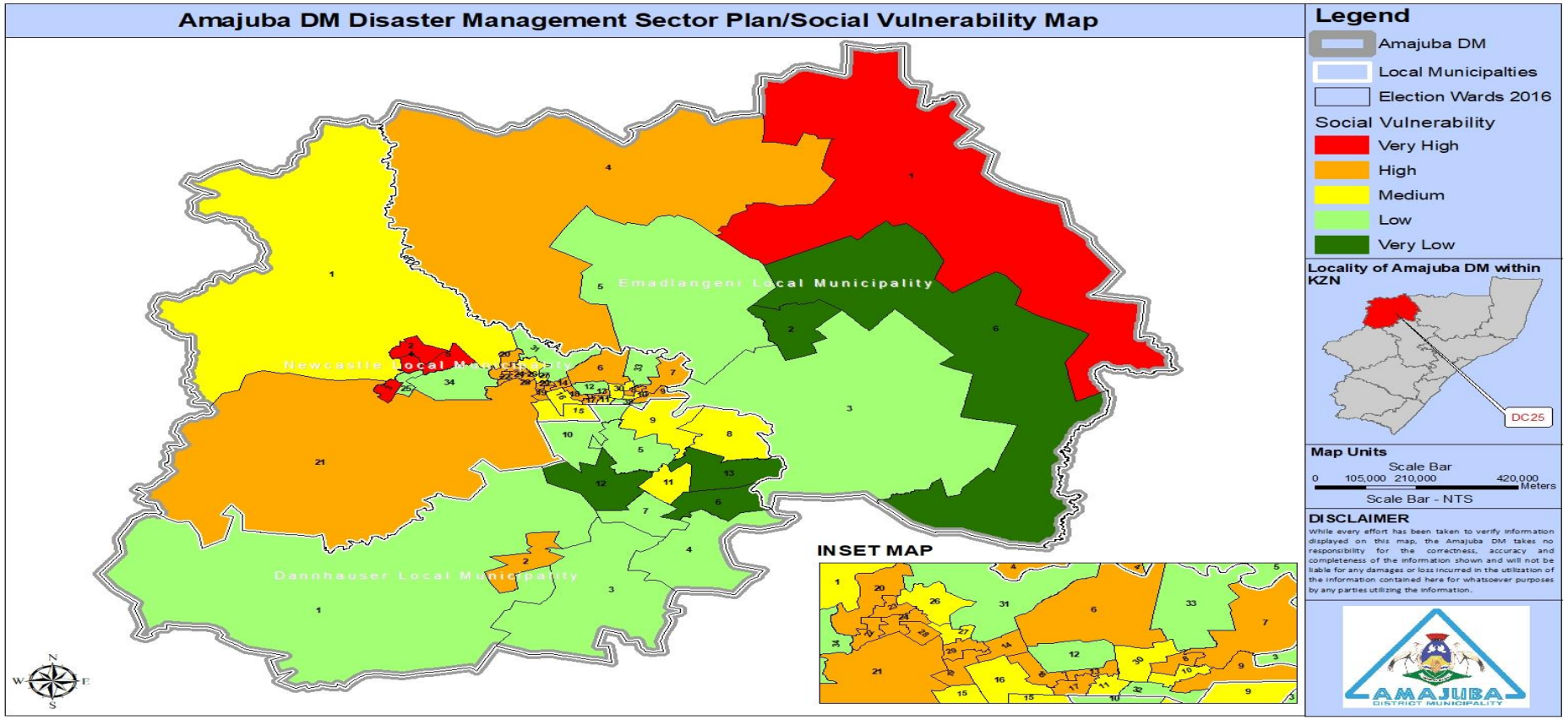
Indicator Name		2025/26				
		Annual Targets	Q1	Q2	Q3	Q4
OUTCOME: UNIVERSAL HEALTH COVERAGE						
29.	Percentage of preventative maintenance expenditure	100%	25%	50%	75%	100%
	Expenditure on Preventative Maintenance Activities (R '000)	16 959 488	4 239 872	8 479 744	12 719 616	16 959 488
	Expenditure on Preventative Maintenance plus Day-to-day Maintenance (R '000)	16 959 488	16 959 488	16 959 488	16 959 488	16 959 488

PROGRAMME RESOURCE CONSIDERATIONS

Table 23: Budget allocation Estimates 2025/26 (R'000) (Programme 2)

Sub-Programme	Audited Expenditure Outcomes			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium Term Expenditure Estimates		
R'000	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
District Management	27 997 954	26 197 910	27 749 511	14 881 460	-	14 881 460	28 740 502	29 766 884	30 829 919
Community Health Clinics	214 319 851	238 168 306	274 239 501	138 748 374	-	138 748 374	285 209 081	296 617 444	308 482 430

Community Health Centers	61 382 109	42 808 240	73193 453	44 804 034	-	44 804 034	76 121 191	79 166 039	82 332 680
Community Based Services	17 799 869	45 357 720	46 982 522	23 884 727	-	23 884 727	48 861 823	50 816 296	52 848 948
Other Community Services	227 757 127	192 041 443	116 297 185	51 325 875	-	51 325 875	120 949 072	125 787 035	130 818 516
HIV and AIDS(Conditional Grant)	213 657 668	229 394 404	205 708 697	109 548 301	-	109 548 301	213 937 044	222 494 526	231 394 307
Nutrition	2 159 802	1 896 357	1 859 744	613 803	-	613 803	1 934 133	2 011 499	2 091 959
Coroner Services	21 398 572	21 764 288	23891 749	12 018 194	-	12 018 194	24 847 418	25 841 315	26 874 968
District Hospitals	94 126 587	115 384 188	118 794 012	62 566 674	-	62 566 674	123 545 772	128 487 ‘603	133 627 107
Sub-Total	885 350 432	913 012 857	888 716 373	458 391 443	-	458 391 443	924146 036	960 988 641	999 300 834
Unauthorized expenditure (1st charge) not available for spending	-	-	-	-	-	-	-	-	-
Baseline available for spending after 1st charge	885 350 432	913 012 857	888 716 373	458 391 443	-	458 391 443	924146 036	960 988 641	999 300 834



Map: 62 Social Vulnerability Map

Source: (Amajuba District Municipality, 2025)

Focus Area – Gender, Youth, Disability, Children

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

Departmental Priorities

All departmental programmes and projects are prioritised in accordance with the time span and budget plan for each programme or project as outlined in the list below.

Broad Based Community Needs

Table: 176 Broard Based Community Needs

Programme	Objectives	KPI's
Community Social awareness campaigns. Provision and upgrade of community service centres, e.g. Sports Facilities, Community Halls and Arts Centres, etc. Promotion of safety environment for all communities.	Community enlightenment on all social ills. Provide relevant facilities for community usage Ensure a safe and secure environment for all citizens.	Organise various community awareness programmes Identify and build required facilities within the budget provision Safe and secure environment for all communities

Education

Table: 177 Education

Programme	Objectives	KPI's
Community education and awareness programmes on social ills Community Crime prevention and awareness campaigns	Promote healthy living and healthy lifestyle. Crime prevention Create a vibrant and a proactive community	Organise community awareness activities on social ills Participate in community policing forums and community safety initiatives

Community Health Services

Table: 178 Community Health Services

Programme	Objectives	KPI's
Community HIV and Aids awareness campaigns. HIV and Aids School Dialogues. HIV and Aids Peer Education Summit. World Aids Day Commemoration. HIV and Aids Home Based Care and Treatment programme.	Bring awareness on HIV and Aids Pandemic, Teenage Pregnancy and STI's World Aids Day Commemoration. Treatment and Care for the Infected.	Organise community awareness programmes in various wards within the 3 local municipalities. Partnership with various stakeholders for the treatment and home based care of people living with HIV and Aids.

Community Safety and Security

Table: 179: Community Safet Security

Programme	Objectives	KPI's
Promotion of Safe and Sure environment for all communities.	Ensure a safe and secure environment for all citizens	Peace and stability amongst societies.

Nation Building and Social Cohesion

Table: 180 Nation Building Social Cohesion

Programme	Objectives	KPI's
Amajuba-DAC Cultural Indaba Amajuba Arts, Culture and Heritage Exhibitions Amajuba Youth Cultural Festival Embrace and participate in Intergovernmental Cultural promotion and preservation Programmes	Revive and develop new Arts and Culture development policies. Create a platform for Artists to showcase their work and talents. Promote intergovernmental relations.	Establishment of District Arts and Culture Stakeholders Forum. Cultural tolerance. Multi-cultural Understanding. Social Cohesion and Nation Building.

Disability

The protection, promotion of rights and skills development of the disabled community is currently not being attended to due to lack of funding and low budget allocation. The objectives of pertaining to the advancement of the disabled people could be achieved through:

- Revive and skill the forum on current issues and available opportunities for the sector
- Awareness campaigns to the affected group and community on Disability issues
- Participate in Inter District Sports events
- Attend Disability Parliaments for providing inputs specific to Amajuba
- Provide skills development workshop and session for the disabled
- Provide support to parents of disabled children

Table: 181 People with Disabilities in Amajuba District

People with Disability in Amajuba District, Census 2022					
Disability status	Some difficulty	A lot of difficulty	Cannot do at all	Grand Total	%
Seeing	45466	9584	501	55551	8,1%
Hearing	14759	3552	385	18696	2,7%
Communication	7103	1350	706	9159	3,1%
Walking	14249	4667	1265	20182	2,9%
Remembering	15472	3595	436	19503	2,8%
Self-care	7841	2228	1326	11395	1,7%
Grand Total	104890	24977	4619	134486	

					19,6%

The table 182 above shows demographics for people with different forms of disabilities which is categorised according to the severity of the disability status for Amajuba District population. Table shows that on average, 19,6% of the population in Amajuba District a classified to have various forms of disabilities as depicted by Census 2022 results shown on the table above, with 8,1% of population in Amajuba District have some form of sight disability followed communication disabilities at 3,1% whilst about 1,7% of Amajuba District population require some of self-care assistance in their disabilities.

Table: 182 Assistive Devices used by People with disabilities in ADM

Assistive devices	Number	%
Eye glasses	53608	7,8
Hearing aid	5226	0,8
Walking stick or frame	10669	1,6
A wheelchair	4695	0,7
Prosthesis/artificial limb	4595	0,7
Other assistive devices	4342	0,6
Amajuba DM total Population	**687408**	**100,0**

The table 183 above shows the numbers and percentages of Amajuba District population in terms of the assistive devices that they use as part of assisting them to ease their disabilities. The above table shows that about 7,8% of Amajuba District population use some form of eye glasses to assist them with their sight challenges followed by 0,8% of population who are using hearing aid devices to assist them with hearing challenges, whilst 0,7% of Amajuba population either use wheelchairs as well as prostheses/artificial limbs to assist them in their arms, hands as well as walking challenge.

Table: 183 Disability Status

Disability status	Seeing	Hearing	Communication	Walking	Remembering	Self-care
Newcastle Local Municipality	7618	2751	955	3374	2530	1628
Emadlangeni Local Municipality	494	202	88	294	284	113
Dannhauser Local Municipality	1472	600	307	999	781	487
Amajuba District Municipality	**9584**	**3552**	**1350**	**4667**	**3595**	**2228**

Source: (Statistics South Africa, Census 2022)

Tables 182 Table 183 shows population of ADM by different disabilities statuses. Table 184 the majority of populations with disability of ADM categorized that of not able to see. The least population of disability is categorized with communication challenges. Table 3.13(c) shows disability that are using

the system devices to hear to ease their disability. Table shows the percentage of 7.8 population with disability in ADM use eye glass whilst only 0.7 disability use wheelchairs to ease that disability.

Table: 184 Disability Programmes for the Disabled

Programme	Objectives	KPI's
District Sports Day for the Disabled. District Day for Disabled People. International Day for Disabled People and disability parliament. Observing calendar dates for awareness campaigns for all other type of disability.	Physical exercise for the disabled. Acknowledge and honour people living with disability. Provide assistance for organisations dealing with disabled persons. Provide the information to community for other disability that are not familiar.	Hosting of district games for the disabled. Observe the District Day for the Disabled. Number of assisted organisations dealing with disabled persons. Coordinating awareness campaigns

Focus Area: Senior Citizens

The protection, promotion of rights and active ageing of the elderly in the community is currently not being attended to due to lack of funding and low budget allocation. Most of the programmes are done through departments as custodians.

The objectives of the focus area can be achieved through:

- Revive and skill the forum on current issues affecting Senior Citizens
- Awareness campaigns on different categories of abuse against older persons, to the senior citizens and community at large
- Provide coping skills sessions for older persons
- Attend Senior Citizens Parliaments for providing inputs specific to Amajuba
- Provide skills development workshop and session for the care givers and guardians of vulnerable and ailing senior citizens
- Provide support to households headed by older persons
- Provide intergenerational dialogues to bridge the gap between youth and older persons
- Celebrate Centenarians and their contribution to the society
- Attend Provincial and National Golden Games that promote active ageing

Senior Citizens: Programmes for the Elderly

Table: 185 Senior Citizen Programmes for the Elderly

Programme	Objectives	KPI's
Support to District Luncheon Clubs. District Golden Games. Provincial Golden Games. Provincial Senior Citizens Parliament and International Day for Senior Citizens.	Sustain existing luncheon clubs. Promote Active Aging. Form a district team to participate in Provincial and national golden games.	Well-equipped and functioning luncheon clubs. Local and District teams engaging in sports for the elderly.

District Nelson Mandela Day Celebration.	Create a Platform for senior citizens to express their plight.	District senior citizens in shaping their fate and social well-being.

Gender

The increasing reported cases on Gender Based Violence, infringement of human rights, lack of skills in socio economic development and Moral Regeneration informs the programmes that should be delivered by the district for both Men and Women. The following outputs are expected under this profile:

Awareness programmes on Gender Based Violence, General Health issues, Commemorate annual calendar events (Men's Month and Women's Month),
Parenting support for single guardians and mothers/fathers,
Implement a 365 Days of Activism Against Gender Based Violence and Femicide

The willingness of sector Departments, Civil Society and Local Municipalities to assist in implementing all Social Development programs through their own staff and funding.

Gender: Gender Equity and Redress Programmes

Table: 186 Gender Equity and Redress Programmes

Programme	Objectives	KPI's
District Women Empowerment Summit District Women's Day Celebration. Provincial Women's Day Celebration. Awareness Campaigns on Gender based and Domestic Violence. District men's month programmes	Provide skills training and motivation for women to be self-supportive and self-reliant. Celebrate the contribution of women in Nation Building. Awareness on social ills against women.	Hosting of the district summit. Organise and participate in celebration and women empowerment programmes. Coordinate and host a number of community based awareness campaigns.

Focus Area – HIV/AIDS

HIV/Aids is a major concern in SA, government has developed plans to assist in curbing the incidence rate and management of the virus. The ADM in partnership with sector departments operating under the ADM HIV/Aids Council are taking strides to manage the virus. The District is currently facing the rising statistics in new HIV infections, STI infections, TB, Sexual Assaults against children and Teenage pregnancies.

The listed programmes should be addressing these challenges through prevention programmes; however, the impact is minimal due to budget constraints, lack of human resources and the current COVID-19 pandemic. As part of curbing HIV/AIDs its recommended that:

- Employ a dedicated HIV/AIDS Coordinator for proper planning, implementation and monitoring of intervention programmes
- Provide Awareness and prevention programmes

- Capacity building for the District AIDS Council, Local AIDS Councils and Ward AIDS Committees on implementation and M&E issues,
- Capacitate Civil Society on addressing the social and structural drivers of HIV, TB and STI that affect communities and vulnerable population groups
- Coordinate the partnering of community sectors (Religious, Traditional healers, gender, senior citizen, youth, private sector etc.) with government departments on the fight against HIV/AIDS
- Attend conferences and workshops to gather new and relevant information for the District
- Host the District AIDS Day and other programmes that commemorate community involvement in the fight against HIV/AIDS
- Quarterly District AIDS Council meetings chaired by the District Mayor
- Promote workplace programmes that support healthy lifestyle

HIV and Aids

Table: 187 HiV and Aids

Programme	Objectives	KPI's
Community HIV and Aids awareness campaigns. HIV and Aids School Dialogues. HIV and Aids Peer Education Summit. World Aids Day Commemoration. HIV and Aids Home Based Care and Treatment programme.	Bring awareness on HIV and Aids Pandemic, Teenage Pregnancy and STI's World Aids Day Commemoration. Treatment and Care for the Infected.	Organise community awareness programmes in various wards within the 3 local municipalities. Partnership with various stakeholders for the treatment and home based care of people living with HIV and Aids.

Focus Area: Children

The protection, promotion of rights and life skills development programmes for children is currently not being attended to due to lack of funding. Objectives under this Focus area can be achieved through:

- Revive and capacitate the District Forum on current issues affecting children
- To advocate for children's rights, educate and mobilize families and communities about their responsibility towards the protection and care of children.
- To reduce incidents of Child Abuse, Neglect and Exploitation (CANE) through awareness campaigns.
- To inform and educate the public on the comprehensive basket of services needed by children in their emotional, cognitive and physical development.
- To denounce the scourge of the high rate in killing and raping of children.
- To uphold Government's commitment to protect and promote children's rights in partnership with civil society.
- Provide a platform for children to share the challenges they are facing in their communities and the senior citizens to share the good and relevant practices which were used in the past to build the character of the child.
- Enhance sound family and community values as well as promote good behaviour in children
- Promote collective responsibility among families and communities within the spirit of Ubuntu.
- Encouraging men to be team players and be more vigilant when it comes to child protection.

- Attend Children's Parliaments for providing inputs specific to Amajuba
- Provide skills development workshop and session for the parents and guardians of vulnerable and orphaned children.

Children

Table: 188 Children

Programme	Objectives	KPI's
District Child Protection Week Workshops on National Children's Rights Act. Awareness Campaigns on Women and Children Abuse. District Right to Learn Campaign.	Create a safe and secure environment for children. Knowledge and understanding of the Act on the Rights of Children. Encourage Parents and Children to prioritise education for the future of all children.	Activities hosted in child centres in partnership with relevant stakeholders. School visits and distribution of relevant educational material.

The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP will be the high focus area for the Department and Social Development Unit. This will undoubtedly lead to the achievement of the desired outcomes as outlined within the three spheres of governance. Programs for this focus areas are as follows:

Table: 189 Monitoring and Evaluation of Programmes and Project

Project Name	Responsibility	Funding resource	Budget	Year	Status of the project
Programmes					
ADM 2025 SALGA-KZN DSAC Games Amajuba District Selection Games	Community Services	ADM, Local Municipalities and DSAC ADM	TBC	2025/2026	Ongoing
Youth Development Projects	Community Services	ADM, NYDA, OTP	TBC	2025/2026	Ongoing
Children Rights Programmes	Community Services	ADM, DSD, CSF, DOH and DOE	TBC	2025/2026	Ongoing
Gender Balance and Redress Programmes	Community Services	ADM, DSD, CFS, DCSL and DOH	TBC	2025/2026	Ongoing
Healthy Lifestyle and Active Aging for Senior Citizens	Community Services	ADM, DSR, DSD and DoH	TBC	2025/2026	Ongoing
Programmes for caring and mainstreaming of disabled citizens	Community Services	ADM and DSR	TBC	2025/2026	Ongoing
Arts & Culture Revival Programmes ADM Siyaya Emhlangeni	Community Services	ADM, KZN Department of Arts & Culture ADM ADM, DSAC	TBC	2025/2026	Ongoing

Umkhosi Womhlanga Ingoma YaseMajuba	Community Services	ADM, OTP	TBC		Ongoing
HIV & AIDS Awareness and Prevention	Community Services	ADM, CSF, DSD, DOand, DOH	TBC	2025/2026	Ongoing
District schools and Community Sports Development Programmes Rural Horse Riding	Community Services	ADM, DSAC, DOE ADM, DSAC, Local Municipalities	TBC	2025/2026	Ongoing
Man's month awareness programme	Community Services	ADM & COGTA	TBC	2025/2026	Ongoing
Centre marketing	Community Services	ADM & COGTA	TBC	2025/2026	Ongoing
Clean up programme	Community Services	ADM & COGTA	TBC	2025/2026	Ongoing
Garden opening	Community Services	ADM	TBC	2025/2026	Ongoing
Safety roles awareness programme	Community Services	ADM	TBC	2025/2026	Ongoing
Sanitary pads programme	Community Services	ADM	TBC	2025/2026	Ongoing
Giving back to the community programme	Community Services	ADM	TBC	2025/2026	Ongoing
Thusong service centre Calander	Community Services	ADM	TBC	2025/2026	Ongoing
Back to school programme	Community Services	ADM	TBC	2025/2026	Ongoing
Sanitary pads programme	Community Services	ADM	TBC	2025/2026	Ongoing
Small businesses programme	Community Services	ADM	TBC	2025/2026	Ongoing
A prayer programme	Community Services	ADM	TBC	2025/2026	Ongoing
Centre marketing	Community Services	ADM	TBC	2025/2026	Ongoing
Sanitary pads programme	Community Services	ADM	TBC	2025/2026	Ongoing
Entrepreneurship programme	Community Services	ADM	TBC	2025/2026	Ongoing

Social Grant Support

Many South Africans are dependent on social grant, this dependency also exists within the ADM. Grants aimed at child support or care and those of pensioners are significant in comparison to the other categories in social grant relief methods, this is displayed through the dependency ratio. The table below outlines the proportion of the population in the ADM jurisdiction that is dependent on social grant relief.

Table: 190 Social Grant Relief

L/O	OA	OA 75+	WV	DGT	DGP	FCG	CDG	CSG	GIA
Dannhauser	4,628	1,529	0	190	1,393	913	344	28,165	814

Madadeni	8893	2421	0	481	3412	1876	693	48462	759
Newcastle	3726	1277	0	314	1405	491	231	11807	167
Utrecht	1599	521	0	56	510	274	165	12603	241
Osizweni	7243	2079	0	309	2958	1163	593	42535	590
Charlestown	269	49	0	11	71	116	28	1755	3

Source – Amajuba Region SASSA 2020

The table above clearly indicates that the major grant recipients are in the Child support grant category at 73% followed by old persons grant category 17%and permanent disability grant at 5% These figures can also be supported by the dependency ratio and the unemployment rate. The vision 2035 supported by the NDP and related documents aim to ensure that communities are able to generate their own money enriching households and capacitating individuals.

The ADM participates in SMME development, skills transfer to youth and co-operatives in pursuit to reduce the dependency ratio, reduce dependency on grants and develop co-ops which will have an economic spin off.

6.8.7 Social Development SWOT Analysis

Table: 191 Social Development SWOT Analysis

Strengths	Weaknesses
• Human Resources • Budget to Implement Programmes • Material Resources • Municipal and Departmental Mandate • Unlimited Access to the Community • Effective and Efficient Management Structure • Commitment, Determination and Dedication • Strong relations with Operation Sukuma Sakhe structures • Integrated Planning and Implementation of Programmes at LTTs and DTT. • High level of skill base and staff commitment • Strong work ethics within the Social Development Unit	• Insufficient Budget • Staff displacement • Shortage of Staff • Insufficient resources to achieve the desired outcomes. • Poor Staff Relations • Inconsistency on Policy and Structural Matters • Long outstanding unfilled vacant posts • Municipal neglect and redirection of basic SDU assets • Interdependence and overlapping of programmes within municipal departments • Non-compliance with some legislative requirements due to lack of capacity and relevant resources, e.g., Regulation and control of Public Passenger Transport and District Cemeteries.
Opportunities	**Threats**
• To grow within the Department • Knowledge and better understanding of local government administration • Learn and understand Community Facilitation • Initiate and administer Community Development Projects • Positive contribution in Nation Building • Serve the Community of Amajuba District • Contribute to socio-economic development of Amajuba community	• Poor Staff Relations at ADM in general • Inadequate resources • Insufficient Budget • Lack of Cooperation from other stakeholder, especially the local municipalities • Lack of integrated planning and implementation of projects • Low Staff salary levels and remuneration package • Lack of proper maintenance strategy and resources for community facilities

	• Freezing of critical posts as a means of cost containment measures. • Extinction of Social Development Unit due to the low prestige and disregard of SDU by senior municipal administration • Public demonstrations in demand of the revival of community outreach programmes. • Staff demotivation and moral decay due to unavailability of enabling work resources • Unconducive and insecure working environment • Compromised district mandate leading to non-compliance

C7 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

STRATEGIC GOAL 6: GOVERNANCE AND POLICY

The implementation of the DGDP is heavily dependent on there being effective and efficient governance systems, across all sectors, but particularly in the Government sector. Similarly, the practical interventions proposed for growth and social transformation are dependent on a policy environment and policy alignment which facilitates change and better efficiencies. The goal seeks to ensure that the population of Amajuba District is satisfied with the levels of government service delivery.

STRATEGIC GOAL 6: GOVERNANCE AND POLICY **The population of Amajuba is satisfied with the levels of government service delivery** **Apex Indicators:** **Apex indicator 1: Improvement in level of client satisfaction**				
Strategic Objectives	**Strengthen policy, strategy coordination and IGR**	**Building government capacity**	**Eradicating fraud and corruption**	**Promote participative, facilitative and accountable governance**
	Public expenditure is spent in accordance with coordinated policy and strategy	***Government is able to effectively and efficiently deliver infrastructure and services to the population of Amajuba***	***Government is corruption free***	***Government listens to and is accountable to the people***
Primary Indicators	• % of public sector expenditure spent in accordance with the municipal Integrated Development Plan	• % municipal expenditure spent on capital infrastructure (new construction,	• Decreased audit disclaimers, qualifications • Total value of Amajuba	• Voter participation in municipal and provincial elections. •

	• % of development applications that meet time norms for processing.	maintenance and operation). • Clean Audit for Amajuba.	sector funds affected by fraud and corruption.	
Interventions	• Develop an Integrated Funding and Implementation Management Framework for various funding sources (e.g. MIG, RBIG, MWIG) • Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums	• Develop an integrated HRD and professional support programme for Amajuba. • Promote shared services amongst municipalities in Amajuba. • Align DGDP interventions to staff performance agreements.	• Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution • Implement proactive integrity management programmes • Municipal clean audit programme implemented in Amajuba.	• Improve relationships between traditional councils, Amajuba and provincial departments. • Develop advocacy programmes.
Secondary Indicators	• % increase in credibility of Integrated Development Plans in KZN • Effectiveness of the Premier's Coordinating Forum and its support structures and the performance record of the Cabinet Cluster system.	• % of funded posts within Amajuba District that are vacant for longer than 6 months. • % of government employees complying with the PSC determined norms and standards for the post they occupy.	• Number of government entities with effective contract management systems	• Develop advocacy programmes.

7.1 BUDGET OVERVIEW & BACKGROUND

Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), with the main objective being improved coordination and integration of planning, budgeting, and development within a Municipal area.

This Medium-Term (IDP 2025/26) budgeting, decision-making, strategic planning and development tool is used by the Municipality to fulfil its role of 'developmental local governance.' Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of the following:

- Municipal Budgeting;
- Institutional restructuring to realize the strategic intent of the plan;
- Integrating various development sectors such as Infrastructure, Land Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System.

Municipal Budgeting

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- the IDP be implemented; the Municipality monitors the implementation of the IDP;
- the Municipality evaluates its performance about the IDP's implementation; and
- the IDP be reviewed annually to effect improvements where necessary.

A common perception of IDP's is that they are "wish-lists" that are not linked to budgets, dependant on sector departments and are unrealistic due to them not being linked to the powers and functions allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's is questioned. In understanding what is a "credible" IDP one needs to look at what credible means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable.

Below is a brief reflection on the 2025/26 Annual Budget for ADM is as follows:

Projected Operating Revenue	**: R327 050 155**
Projected Operating Expenditure	**: R304 148 876**
Capital Allocation	**: R145 850 287**
Operations Allocation (DORA)	**: R231 528 000**
Surplus/(Deficit)	**: R 22 901 280**

7.2 Expenditure Management (Capital and Operational)

The total revenue budget for the Amajuba District Municipality for the financial year 2025/26 is **R327 050 155** and Capital Grant Funding **R145 850 287**. The table below provides a summary of revenue sources for both operational and capital needs for the 2025/26 MTREF financial year.

Table: 192: Operating and Capital Expenditure Adjustment Budget 2025/26

DESCRIPTION	2024/25	2024/25	2025/26	2026/27	2026/28
	Original Budget	**ADJUSTMENT BUDGET**	**Draft Budget**	**Budget Year +1**	**Budget Year +2**
OPERATING REVENUE BUDGET	329 787 037	355 178 107	327 050 155	359 053 811	375 211 232
OPERATING CAPITAL BUDGET	129 406 800	128 977 800	145 850 287	152 267 699	158 967 478
TOTAL INCOME	**459 193 837**	**484 155 907**	**472 900 442**	**511 321 510**	**534 178 710**

The three-year operating and capital expenditure adjustment budget provides a strategic roadmap for financial planning from 2025 to 2028. This comprehensive budget encompasses operational costs, capital investments, and adjustments aimed at optimizing resources, enhancing efficiency, and meeting evolving community needs. It reflects a balanced approach to financial management, ensuring prudent allocation of funds to sustain essential services, drive growth initiatives, and maintain fiscal responsibility throughout the budgetary period.

Table: 193: Total Operating Revenue and Operating Expenditure 2025/26 (MTREF)

DESCRIPTION	2024/25	2024/25	2025/26	2026/27	2026/28
	Original Budget	**ADJUSTMENT BUDGET**	**Draft Budget**	**Budget Year +1**	**Budget Year +2**
OPERATING REVENUE BUDGET	329 787 037	355 178 107	327 050 155	359 053 811	375 211 232
OPERATING EXPENDITURE BUDGET	256 614 967	296 761 789	304 148 876	340 610 167	355 739 030
SURPLUS/(DEFICIT)	73 172 070	58 416 318	22 901 280	18 443 643	19 472 203

During this period, the anticipation is a steady increase in operating revenue driven by strategic revenue generation initiatives and economic growth factors. Concurrently, the operating expenditure is projected to align closely with revenue growth, emphasizing efficient cost management, prudent spending, and targeted investments in key operational areas. This balanced approach ensures financial stability, supports sustainable operations, and enables the municipality to deliver quality services while maintaining fiscal responsibility over the three-year period.

7.7.1 Departmental Programmes

PROGRAMME	PROJECT NAME	PROJECT LOCALITY	TARGET
Budgeting & Reporting	2025/26 Budget Preparation • To prepare and adopt all the budget documents and related budget policies in terms of MBRR	In-house	31 May 2025
	2025/26 Adjustments Budget • To prepare and adopt an Adjusted Budget in line MBRR	In-house	28 February 2025
	Compilation of Annual Financial Statements • To prepare and submit AFS 2024/25 to the Auditor General in line with MFMA	In-house	31 August 2025
Revenue Management	Billing Management • To ensure accurate billing and issuing of statements to all consumers	In-house	Monthly
	Implementation of Revenue Enhancement Strategy • Improve revenue collection • Data-Cleansing • Indigent Management	In-House	Monthly
Expenditure Management	• All money owing by the entity is paid within 30 days of receiving the relevant invoice or statement unless prescribed otherwise for certain categories of expenditure; • To maintain an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds; • To maintain a system of internal control in respect of creditors and payments	In-house	Monthly Quarterly Annually

	• That all financial accounts of the municipality are closed at the end of each month and reconciled with its records.		
Asset Management	• Implementing and transacting on an asset module for accurate and credible reporting • Submitting assets additions on monthly basis • Accurate reporting of depreciation and asset disclosure in the annual financial statement • Strengthen the working relationship between Engineering and Asset Unit in terms of infrastructure Assets • Reconciling expenditure incurred to completion certificates and unbundling components on completed assets • Water meters need to be replaced immediately after receiving a report or query • Monitor inventory levels to avoid shortages in the time of need	Co-sourced	Monthly Quarterly Annually
Supply Chain Management	• To ensure fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework. • Take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favoritism and unfair and irregular practices • Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced. • Monitor on a monthly basis the performance of the contractor under the contract or agreement.	In-house	Monthly Quarterly Annually
PROGRAMME	**PROJECT NAME**	**PROJECT LOCALITY**	**TARGET**
	2025/26 Budget Preparation	In-house	31 May 2024

Budgeting & Reporting	• To prepare and adopt all the budget documents and related budget policies in terms of MBRR		
	2025/26 Adjustments Budget • To prepare and adopt an Adjusted Budget in line MBRR	In-house	28 February 2024
	Compilation of Annual Financial Statements • To prepare and submit AFS 2023/24 to the Auditor General in line with MFMA	In-house	31 August 2024
Revenue Management	Billing Management • To ensure accurate billing and issuing of statements to all consumers	In-house	Monthly
	Implementation of Revenue Enhancement Strategy • Improve revenue collection • Data-Cleansing • Indigent Management	In-House	Monthly
Expenditure Management	• All money owing by the entity is paid within 30 days of receiving the relevant invoice or statement unless prescribed otherwise for certain categories of expenditure; • To maintain an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds; • To maintain a system of internal control in respect of creditors and payments • That all financial accounts of the municipality are closed at the end of each month and reconciled with its records.	In-house	Monthly Quarterly Annually
Asset Management	• Implementing and transacting on an asset module for accurate and credible reporting • Submitting assets additions on monthly basis	Co-sourced	Monthly Quarterly Annually

	• Accurate reporting of depreciation and asset disclosure in the annual financial statement • Strengthen the working relationship between Engineering and Asset Unit in terms of infrastructure Assets • Reconciling expenditure incurred to completion certificates and unbundling components on completed assets • Water meters need to be replaced immediately after receiving a report or query • Monitor inventory levels to avoid shortages in the time of need		
Supply Chain Management	• To ensure fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework. • Take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favoritism and unfair and irregular practices • Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced. • Monitor on a monthly basis the performance of the contractor under the contract or agreement.	In-house	Monthly Quarterly Annually

Table: 194: Detailed Operating Expenditure 2025/26 (MTREF)

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Final	Budget Year+1	Budget Year+2
REVENUE PER SOURCE					
WaterSales	36 363 012	36 363 012	30 000 000	31 350 000	32 760 750
SanitationSales	9 854 577	9 854 577	8 900 000	9 300 500	9 719 023
Interest on Investments	7 502 697	7 502 697	8 100 000	8 464 500	8 845 403
Interest on Overdue Account	23 371 539	23 371 539	24 376 515	25 473 458	26 619 764
Equitable Share-FBS Portion	222 325 000	222 325 000	231 528 000	241 946 760	252 834 364
Finance Management Grant;	3 800 000	3 800 000	3 800 000	3 971 000	4 149 695
Rural Road Asset Management Grant	2 476 000	3 045 800	2 587 000	2 703 415	2 825 069
Public Works Grant(EPWP)	1 551 000	1 551 000	2 070 000	2 163 150	2 260 492
Tender Deposits	404 167	404 167	421 546	440 516	460 339
Sundry Income	10 716 786	10 716 786	1 000 000	1 045 000	1 092 025
Rental facilities-Hall Hire	57 695	57 695	3 000 000	3 135 000	3 276 075
Skills Development Grant ;	132 949	135 900	141 744	148 123	154 788
Municipal Systems Improvement Grant	-	-	-	-	-
Municipal Infrastructure Grant Top Slice	2 427 571	2 315 750	2 414 350	2 522 996	2 636 531
Municipal Disaster Recovery Grant	10 010 000	34 940 139	10 011 000	10 461 495	10 932 262
Free Basic Services	-1 205 955	-1 205 955	-1 300 000	-1 358 500	-1 419 633
TOTAL DIRECT OPERATING INCOME	**329 787 037**	**355 178 107**	**327 050 155**	**341 767 412**	**357 146 946**

Council of ADM will exercise and oversee the elimination of wasteful expenditure in government. Cost containment measures are implemented to eliminate wasteful expenditure, reprioritise spending and ensure savings on the following focus areas among others; engagement of consultants, travel and subsistence costs, issuing of credit cards, accommodation costs, office furnishing costs, advertising or sponsorship costs, catering and events related costs. The table below details the operational expenditure to be incurred during the coming financial year.

Table: 195 Detailed Operating Expenditure 2025/2026 (MTREF)

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Final	Budget Year+1	Budget Year+2
EXPENDITURE PER CATERGORY					
Salaries , Wages & Allowances	128 710 846	130 323 030	135 831 562	141 943 982	148 331 461
Renumeration of Councillors	11 791 367	7 910 602	9 656 588	10 091 135	10 535 145
Depreciation	18 629 667	18 613 062	18 726 061	19 568 733	20 429 758
Repairs & Maintenance	3 103 162	5 771 452	6 222 017	6 502 008	6 788 096
Bulk Water Purchases (Inventory Consumed)	15 000 000	15 000 000	20 000 000	20 900 000	21 819 600
Contracted Services	35 327 765	71 894 172	57 457 330	60 042 910	62 684 798
General Costs-Other	34 785 179	38 133 779	47 216 671	49 341 422	51 512 444
Free Basic Services	360 972	360 972	360 972	377 216	393 814
Contributions to funds (Provision for bad debts)	8 677 674	8 677 674	8 677 674	9 068 170	9 467 169
Interest -External Loans	228 336	77 046	-	-	-
TOTAL DIRECT OPERATING EXPENDITURE	**256 614 967**	**296 761 789**	**304 148 876**	**317 835 575**	**331 962 284**

This is per mSCOA breakdown of expenses across various operational areas, including employee related costs, non-cash items, general expenditure, and other essential expenditures. The objective is to optimize operational efficiency, control costs, and allocate resources judiciously to support core functions and deliver high-quality services to our stakeholders. Through rigorous budgetary analysis and prudent spending practices, the aim is to achieve sustainable financial health, ensure operational continuity, and enhance our organization's overall effectiveness and impact.

7.2.1 Three-Year Synopsis of Funds Received, Spent, and Unspent

This is a three-year synopsis of grants received, spent, source of funding, variance tables, and contingency plans to address challenges such as delays in implementing projects in the current financial year. To ensure that service delivery is not compromised, contingency plans have been put in place to ensure that the unspent grants are fully spent by the end of the financial year.

In terms of the MIG program, the expenditure projections are still in line with expectations hence there was no need for recovery or contingency plans to be in place. Funds will be spent 100% as per projections. The 5% is an operational portion budgeted for PMU admin Top slice.

The unspent amount on Rural Roads will be spent on salaries for the technicians and on purchasing two motor vehicles.

7.2.2 Capital Funding and Expenditure to Address Service Delivery

This is a detailed Breakdown of the Capital Projects which are mostly funded from MIG and WSIG. Conditional grant funding targets the delivery of the national government's service delivery priorities. The following table indicates the list of capital projects for the 2025/26 financial year:

Table: 196 List of Capital Projects for 2025/2026 Finacial Year

Description	Original Budget Year 2024/2025	Adjustment Vat Inclusive	Draft Vat Inclusive 2025/2026	Budget Year 2026/2027	Budget Year 2027/2028
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS					
MIG GRANT FUNDING PROJECTS					
Contr : Out > Admin & Supp Staff	2 337 200,00	2 337 200,00	2 436 713,30	2 214 230,78	2 313 871,16
DC25_EMANDLANGENI SANITATION-MIG/Acquisition	16 631 547,34	16 434 390,00	17 134 133,43	15 569 712,55	16 270 349,62
CE0011_Goedehoop bulk water and sanitation/Acquis	17 847 752,65	17 215 910,00	17 948 928,99	16 310 113,73	17 044 068,85
Zaaihook WTW & Bulk Water Supply	0,00	200 000,00	208 515,60	189 477,22	198 003,69
Pipeline Replacement in Utrecht	0,00	200 000,00	208 515,60	189 477,22	198 003,69
ADM Operation and Maintenance	9 927 500,01	9 927 500,00	10 350 193,08	9 405 175,45	9 828 408,35
	46 744 000,00	**46 315 000,00**	**48 287 000,00**	**43 878 186,96**	**45 852 705,37**
WSIG GRANT FUNDED PROJECTS					
CE0004_New Refurbishment of water and waste wate	10 000 000,00	3 338 478,00	3 927 621,18	3 569 012,29	4 104 364,13
DC25_Emegency water supply to Ramaphosa, Hilltop	55 000 000,00	66 341 836,00	78 049 218,82	70 922 985,80	81 561 433,67
DC25_Water Distribution Management Program/Acqu	12 000 000,00	3 766 583,00	4 431 274,12	4 026 679,52	4 630 681,45
COVID-19 Intervention MIG/WSIG Reprioritisation /Ac	8 000 000,00	11 553 103,00	13 591 885,88	12 350 887,61	14 203 520,75
Sewer AC pipe replacement in danhauser danercol			-	0,00	0,00
	85 000 000,00	**85 000 000,00**	**100 000 000,00**	**90 869 565,22**	**104 500 000,00**
TOTAL GRANT FUNDED IDP PROJECTS ENC	**131 744 000,00**	**131 315 000,00**	**148 287 000,00**	**134 747 752,17**	**150 352 705,37**

Capital Expenditure vs. Total Expenditure:

The budget allocation for capital expenditure, which includes infrastructure projects and long-term investments, competes with other areas of expenditure, including repairs and maintenance. While capital expenditure is essential for the municipality's growth and development, it often requires a considerable portion of the budget, leaving a smaller share of operational costs like repairs and maintenance. This becomes a challenge when striving to reach the suggested 8% norm, particularly when there are competing demands for limited financial resources.

Overcoming these challenges requires a comprehensive and strategic approach that involves diversifying revenue sources, improving collection rates, and effectively managing capital expenditure while efficiently addressing repairs and maintenance needs within the existing budgetary constraints.

Table: 197 Capital Project and Programs 2025/2025 MTREF

MEDUIM TERM REVENUE AND EXPENDITURE FRAMEWORK FOR FINANCIAL YEARS

GRANT TRANSFERS

ORIGINAL BUDGET 2025/2026-2027/2028

GOVERNMENT GRANTS & SUBSIDIES ALLOCATIONS	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK				
	2024/2025 Original Budget	2024/2025 Adjustment Budget	2025/2026 Draft Budget	2026/2027 Budget Year+1	2026/2027 Budget Year+2
National Grant Allocations1					
1. Municipal Infrastructure Grant	48 572 000	48 572 000	48 287 000	52 291 000	54 614 000
2.Financial Management Grant	2 750 000	2 750 000	3 800 000	3 800 000	3 900 000
3.Equitable Share	213 997 000	213 997 000	231 528 000	242 022 000	252 973 000
4.Disaster Management Grant	10 011 000	34 940 139	10 011 000		
5.Municipal Water Infrastructure Grant	50 000 000	50 000 000	100 000 000	100 000 000	105 000 000
6.Expanded Public Works Programme Grant	1 551 000	1 551 000	2 070 000		-
7.Rural Road Asset Management Grant	2 476 000	3 045 800	2 587 000	2 706 000	2 827 000
SubTotal-National Grant Allocations	**329 357 000**	**354 855 939**	**398 283 000**	**400 819 000**	**419 314 000**

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The MTREF outlines our three-year strategy for capital grant funding, spanning from 2025/2026 to 2027/2028. In the first year, the focus is on critical infrastructure upgrades, technology enhancements, and community development projects. Transitioning into the second year, the priorities shift towards environmental sustainability, economic growth, and public safety measures. By the third year, our strategy emphasizes asset management and optimization. Through these targeted investments, we aim to drive sustainable development, enhance service delivery, and foster economic prosperity within our municipality.

Rollover

Description	Current Financial Year		
	2021/22	2022/23	2023/24
CAPEX Rollover not approved	R 1 900 586,00	R 19 470 429,00	R 12 179 463,00
CAPEX Roller approved		R 7 636 872,00	R 6 777 775,00
% Rollover Spent	**N/A**	**100%**	**100%**

For unapproved funds, the municipality seek to reallocate and reapply these resources towards high-priority projects that align with the strategic objectives, ensuring maximum utilization and impact. Simultaneously, with approved funds, the focus shifts towards effective implementation, monitoring, and timely execution of designated capital projects. By carefully managing both rollover categories, the aim is to optimize resource utilization, accelerate project delivery, and drive sustainable development initiatives that benefit our community over the three-year period.

% of Expenditure of Capital Budget

Description	Current Financial Year		
	2021/22	2022/23	20223/24
Capital Expenditure	77%	84%	83%

During this period, we have allocated capital funds to critical infrastructure upgrades and community development initiatives. By prioritizing projects that enhance service delivery, promote economic growth, and improve quality of life for our constituents, we have demonstrated our commitment to prudent resource allocation and effective project execution. Through rigorous planning and oversight, we have ensured that capital expenditure aligns with budgetary constraints while delivering tangible benefits to our community and fostering long-term sustainability and resilience.

Repairs and Maintenance

Description	Current Financial Year		
	2023/24 Original	2023/24 Actual	2023/24 Total
Repairs and Maintenance	R 14 333 736,27	R 3 517 895,27	R 3 517 895,27
% Repairs and Maintenance	5%		25%

The municipality is currently spending on Repairs and Maintenance is below the norm of 8%. This is caused by the huge reliance on grant revenue and low collection rate. The municipality is planning to implement the Revenue Enhancement Strategies to improve in required budget for the Repairs and Maintenance. This includes more community engagements and implementation of credit control and debt management policy such as implementation of incentive programs.

7.2.3 Investment Register

The investment register is provided below detailing all long-term and short-term investments for the institution. All funds transferred to the municipality as Grant funding are invested as short-term investments or call deposit accounts.

Table: 198 Investment Register

DC25 AMAJUBA DISTRICT MUNICIPALITY

NVESTMENT REGISTER

SUMMARY INVESTMENT REGISTER(Regulation 3(1)(g))

INSTITUTION	BANK ACC NO	GRANT INVESTED	BALANCE	BANK CHARGE	INVESTED IN CURI	WITHDRAWAL	INTEREST	BALANCE
FNB	62797886838	OPERATIONAL	386 051,38	-	-	-	20 512,79	406 564,17
Nedbank	03/7881124067/00	RETENTION	6 642 810,57		-	1 411 759,32	334 256,32	5 565 307,57
Nedbank	03/7165008195/00	OPERATIONAL SALA	-		13 000 000,00	13 129 818,36	129 818,36	0,00
Nedbank	03/7881121637/00	MIG	-		26 847 719,01	19 877 369,08	430 754,01	7 401 103,94
Nedbank	03/7881121432/00	FGM	-		3 743 000,00	381 026,00	140 699,98	3 502 673,98
ABSA	93-6874-3040	RETENTION	6 549 996,22	450,00	-	-	391 933,78	6 941 480,00
ABSA	93-8089-0314	OPERATIONAL	189 542,14	450,00	-	-	11 330,49	200 422,63
ABSA	93-8131-7787	OPERATIONAL	129 051,67	450,00	-	-	7 710,77	136 312,44
ABSA	93-8444-8135	HOLLARD INSURAN	2 155 192,91	-	-	1 218 593,00	63 197,38	999 797,29
ABSA	93-8446-4276	OPERATIONAL	281 686,59	400,00	-	-	16 844,29	298 130,88
ABSA	93-8723-3393	Disaster Recovery G	25 593 712,91	1 250,00	2 002 000,00	24 432 552,00	871 407,46	4 033 318,37
ABSA	93-8801-1960	OPERATIONAL	655 576,26	450,00	-	-	56 976,90	712 103,16
ABSA	20-8168-4499	OPERATIONAL	-	-	2 600 000,00	2 634 978,90	34 978,90	0,00
ABSA	20-8168-4651	OPERATIONAL	-	-	2 600 000,00	-	-	2 600 000,00
ABSA	93-9381-2672	OPERATIONAL	-	-	2 600 000,00	2 619 520,88	19 520,88	0,00
Standard Bank	068448309-002	RETENTION	7 430 672,17	-	-	1 757 885,00	350 784,99	6 023 572,16
Standard Bank	068448309-016	OPERATIONAL	245 303,14	-	-	-	13 353,97	258 657,11
Standard Bank	068448309-038	CLOSED	93,48	-	-	-	-	93,48
Standard Bank	068448309-047	RRAMS 2023	1 813 006,70	-	-	576 945,00	79 995,16	1 316 056,86
Standard Bank	068448309-048	LGSETA	36 249,68	-	-	-	1 096,61	37 346,29
Standard Bank	068448309-049	LGSETA	37 090,24	-	-	-	1 122,02	38 212,26
Standard Bank	068448309-059	FMG	1 653 984,90	-	-	1 518 491,00	50 168,95	185 662,85
Standard Bank	068448309-060	MIG	915 980,28	-	-	-	49 864,67	965 844,95
Standard Bank	068448309-061	EQUIT SHARE	34 913,58	-	-	-	235,05	35 148,63
Standard Bank	068448309-067	OPERATIONAL SALA	-	-	13 000 000,00	13 242 761,64	242 761,64	(0,00)
Standard Bank	068448309-068	EPWP/RRAMS N SD	-		2 919 115,00	998 777,00	68 887,20	1 989 225,20
Standard Bank	068448309-070	WSIG	-		22 851 450,00	21 970 637,00	165 811,79	1 046 624,79
Standard Bank	068448309-071	OPERATIONAL -SAL	-	-	13 000 000,00	13 030 006,85	30 006,85	0,00
Standard Bank	068448309-072	OPERATIONAL -SAL	-	-	13 000 000,00	13 145 315,07	145 315,07	(0,00)
Standard Bank	068448309-073	OPERATIONAL -SAL	-	-	13 000 000,00	13 243 274,52	243 274,52	0,00
TOTAL			**54 750 914,82**	**3 450,00**	**157 163 284,01**	**171 980 313,63**	**4 763 223,81**	**44 693 659,01**

The municipality's foremost priority is to uphold the integrity of all grants by ringfencing them for their intended purposes, in full compliance with their stipulated conditions. Furthermore, the implemented strategy to ringfence operational investments, encompassing salaries and other funds, with the aim of generating interest income. This proactive approach not only ensures the preservation of grant funds but also allows us to harness additional revenue streams to cover unforeseen expenses or extend support to other municipalities, underscoring our commitment to sound financial management and resource maximization.

7.3 SOCIAL & ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The ADM is a WSA and only provides services related to water and sanitation and excludes the provision of electricity. In the absence of a register, the municipality continues to provide FBS as per legislative requirements as Emadlangeni and Dannhauser Local Municipalities are rural and automatically qualify for subsidization of services. In the absence of a register the municipality faces challenges in terms of collection for services provided over and above the FBS budget and this negatively impacts the ability of the municipality to generate revenue. Currently, the municipality is preparing a reviewed register to be implemented in the financial year 2025/2026 as the previous register has expired.

Alignment of Indigent Relief with Other Locals and Districts:

Due to staff turnover, the municipality faced challenges in maintaining compliance with the indigent register process. Amajuba District municipality had 259 indigent customers in 2022 amounted to R500

765.46 and Auditor General raised that it was not vetted. This resulted in the misrepresentation of debtors and led to an audit opinion highlighting the failure to vet indigent customers accurately.

To rectify this issue, the Amajuba District Municipality initiated efforts to compile a comprehensive indigent register. This register aims to provide an accurate reflection of recoverable debtors and facilitate appropriate account write-offs for verified indigent customers.

The municipality has received a vetted register from Dannhauser Local Municipality and is awaiting a similar register from Emadlangeni Local Municipality. Additionally, steps are being taken to engage the services of a vetting agent to ensure the thorough verification of the Amajuba Indigent Register upon its receipt from Emadlangeni.

These measures signify the municipality's commitment to rectifying past discrepancies and establishing an accurate and reliable indigent register. By doing so, the municipality aims to improve financial transparency, enhance debt recovery efforts, and ensure equitable service provision to all residents. Following the completion of the vetting process, the municipality will establish and maintain an indigent register, a critical step towards rectifying overstated debtors and resolving outstanding audit queries. This comprehensive register will ensure accurate identification and categorization of indigent customers, aligning with the municipality's commitment to transparent financial management.

Moreover, the application of the indigent register will be an ongoing endeavour, governed by the municipality's indigent policy, subject to annual review. This iterative approach guarantees that the indigent status remains accurately assessed and applied, fostering fairness and consistency in service provision.

By implementing a systematic and policy-aligned approach to indigent registration, the municipality reaffirms its dedication to financial accountability, equitable service delivery, and continuous improvement in governance practices.

Allocation of Free Basic Services from National Fiscus:

Free Basic Service

Description	Current Financial Year		
	2024/25	2025/26	2026/27 Total
Free Basic Service	-R 1 205 955,00	-R 1 261 428,00	-R 1 319 454,00

The municipality proactively budgets for Free Basic Services, demonstrating its commitment to providing essential services to its residents. However, the accurate allocation of these services relies on the municipality's compliance with the indigent register. Once the vetting process ensures the indigent register's accuracy, the allocation of FBS will be appropriately adjusted to reflect the verified indigent population.

To ensure transparency and accountability in the allocation of FBS, the municipality will regularly report accurate data to all relevant committees. This includes monthly reports to council, as mandated

by the Municipal Finance Management Act. These reports will detail the allocation and utilization of FBS, providing stakeholders with insight into the municipality's efforts to fulfil its obligations to its residents.

By aligning the allocation of FBS with the verified indigent population and maintaining transparency in reporting, the municipality demonstrates its dedication to equitable service delivery and responsible financial management. This approach not only ensures that resources are allocated where they are most needed but also fosters trust and confidence among residents and stakeholders in the municipality's governance practices.

Improvements in Addressing Indigent Relief and Policy Implementation:

The municipality has made significant strides in improving its approach to addressing indigent relief and implementing related policies. Recognizing the importance of accurately identifying and supporting indigent households, the municipality has embarked on a comprehensive process to compile and vet an updated indigent register. This initiative aims to rectify past discrepancies and ensure that resources are directed towards those most in need.

Moreover, the municipality has taken proactive steps to align its indigent relief efforts with established policies. By regularly reviewing and updating the indigent policy, the municipality ensures that its interventions remain relevant and effective in addressing the evolving needs of indigent households.

To enhance transparency and accountability in indigent relief, the municipality commits to regularly reporting accurate data on the allocation and utilization of Free Basic Services. These reports are tabled to all relevant committees and presented to council on a monthly basis, in compliance with the Municipal Finance Management Act. Through these efforts, the municipality reaffirms its commitment to equitable service delivery and responsible governance. By implementing transparent processes and policies, the municipality strives to ensure that indigent households receive the support they need to improve their quality of life and participate fully in the community.

To build multidisciplinary teams comprising social workers, community development officers, and financial experts to drive indigent relief efforts collaboratively. Additionally, streamlining administrative processes, investing in training programs for personnel, and implementing robust monitoring mechanisms are vital for enhancing policy effectiveness. Addressing these challenges requires sustained political will, improved data collection and analysis, interdepartmental collaboration, and effective community outreach and education initiatives.

Measures to Address Inconsistencies in Free Basic Services:

The municipality has implemented measures to address inconsistencies in the provision of Free Basic Services, ensuring equitable access for all residents. To tackle these challenges effectively, the municipality has undertaken a thorough review of its FBS allocation processes and identified areas for improvement. By enhancing coordination and communication among relevant departments, the municipality aims to streamline FBS distribution and eliminate discrepancies in service provision.

Additionally, the municipality has prioritized the accurate vetting of the indigent register, which serves as the basis for FBS allocation. Through this process, the municipality ensures that resources are

directed to those most in need, minimizing inconsistencies and enhancing the effectiveness of FBS delivery.

Regular monitoring and reporting mechanisms have been established to track the allocation and utilization of FBS accurately. These measures enable the municipality to identify and address any inconsistencies promptly, promoting transparency and accountability in service delivery.

By taking proactive steps to address inconsistencies in FBS provision, the municipality demonstrates its commitment to promoting social equity and ensuring that all residents have access to essential services. Through ongoing review and improvement of its processes, the municipality strives to create a more inclusive and responsive service delivery system.

7.4 EVENUE ENHANCEMENT, COST CURTAILMENT & DEBT MANAGEMENT

7.4.1 REVENUE ENHANCEMENT/COST CURTAILMENT

The municipality's revenue enhancement strategy encompasses several key initiatives:

Phase 1: Short-Term Revenue Enhancement Strategy (6 Months)

- **Prioritize High-Value Debtors**: Focus on prompt payment and recovery efforts from top-tier debtors, including businesses and government entities.
- **Manage Residential and Small Commercial Debtors**: Tailor approaches to address outstanding payments from these groups.
- **Boost Collection Efficiency:** Implement proactive measures such as streamlined billing processes, outreach campaigns, and debt recovery initiatives to increase revenue collection.
- **Establish Service Level Agreements (SLAs):** Standardize revenu5e collection processes and ensure compliance with service delivery standards through SLAs with stakeholders.
- **Address Inactive Accounts:** Review and rectify inactive accounts to prevent revenue loss, either by reactivating or closing dormant accounts.
- **Enhance Meter Reading Accuracy:** Improve meter reading processes to accurately reflect consumption and optimize revenue accuracy.
- **Combat Illegal Connections:** Intensify efforts to identify and address illegal connections to mitigate revenue losses.
- **Refine Indigent Support Process:** Improve the identification and support process for indigent residents to ensure accurate vetting and appropriate relief.
- **Streamline Clearance Certificate Issuance:** Simplify procedures for issuing clearance certificates to facilitate property transactions and regulatory compliance.
- **Allocate Resources for Revenue Unit:** Provide necessary resources, including staffing and technology upgrades, to strengthen the Revenue Unit's capacity for effective revenue collection.

These initiatives aim to enhance revenue streams, improve financial sustainability, and optimize service delivery within a six-month timeframe.

In addition to the short-term Phase 1 initiatives, the municipality has devised medium and long-term strategies spanning different timeframes and incorporating various elements to enhance revenue streams and operational efficiency.

Phase 2: Medium-Term Strategy (6-12 Months):

During this phase, the focus will be on consolidating gains made in Phase 1 and implementing further measures to sustain revenue growth and streamline operations. Key elements of the medium-term strategy include:

- **Leveraging Technology and Support Systems**: Investing in technological solutions and support systems to streamline processes, improve data accuracy, and enhance revenue collection capabilities.
- **Communication Plan**: Developing a comprehensive communication plan to ensure effective dissemination of information regarding billing, payment options, and revenue-related policies to stakeholders.
- **Proposed Action Plan**: Formulating a detailed action plan outlining specific steps and timelines for implementing revenue enhancement initiatives, including targeted campaigns, process improvements, and resource allocation.
- **Proposed Community Strategy**: Engaging with the community to raise awareness about the importance of timely payments, promote responsible water and electricity usage, and encourage participation in indigent relief programs.
- **Stakeholder Analysis**: Conducting a thorough stakeholder analysis to identify interests, and potential contributions to revenue enhancement efforts.
- **Communication Strategy**: Developing a communication strategy tailored to engage stakeholders effectively, address concerns, and solicit feedback on revenue-related initiatives.

Phase 3: Long-Term Strategy (Over 12 Months):

Looking beyond the immediate and medium-term objectives, the municipality will embark on a long-term strategy aimed at sustainable revenue growth and operational excellence. This strategy will involve:

- **Continued Investment in Technology and Infrastructure**: Sustaining investments in technology upgrades, infrastructure development, and capacity building to support long-term revenue generation and service delivery goals.
- **Institutionalizing Best Practices**: Institutionalizing best practices in revenue management, customer service, and governance to foster a culture of efficiency, accountability, and innovation.
- **Collaboration and Partnerships**: Strengthening collaboration with external partners, such as government agencies, private sector entities, and community organizations, to leverage resources, expertise, and networks for mutual benefit.

- **Continuous Improvement**: Establishing mechanisms for continuous monitoring, evaluation, and improvement of revenue enhancement initiatives, ensuring adaptability to evolving challenges and opportunities.

By adopting a phased approach and incorporating technology, stakeholder engagement, and strategic planning, the municipality aims to achieve sustainable revenue growth, operational efficiency, and improved service delivery outcomes over the short, medium, and long term.

Revenue Strategy Overview:

- Diversification of revenue sources.
- Optimization of existing collection mechanisms.
- Implementation of targeted initiatives to capitalize on emerging opportunities.

Resource Capability:

- Dedicated team including financial analysts, revenue officers, and administrative staff.
- Equipped with skills and expertise to execute strategy effectively.

Analysis of Strategy:

- Mixed outcomes, with successes and challenges.
- Some initiatives yielding monetary gains, while others face obstacles or fail to meet projections.
- Factors such as economic fluctuations and operational inefficiencies impacting effectiveness.

Plans for Improvement:

- Revision and refinement of strategy.
- Comprehensive reviews of existing initiatives.
- Development of targeted action plans to address deficiencies.

Methodology for Improvement:

- Data analysis to identify trends and patterns.
- Performance monitoring for ongoing evaluation.
- Stakeholder consultation to gather feedback and insights.

Consultation Processes:

- Engagement with key stakeholders including community members, business owners, and government agencies.
- Incorporation of best practices from similar municipalities.

By employing these approaches, the municipality aims to enhance its revenue generation, ensuring long-term financial sustainability for the community.

Revenue Enhancement Plan Attached as annexure

Revenue Performance and Realism of Projections – 2024/25 (YTD April)

The Amajuba District Municipality continuously reviews its revenue performance to assess the realism of projections and inform the credibility of the MTREF. For the 2024/25 financial year, actual revenue billed up to April 2025 stands at R44.82 million (incl. VAT), comprising water, sanitation, and interest

charges. However, actual cash receipts collected total only R12.98 million, translating to a year-to-date (YTD) collection rate of 29%.

The discrepancy between billed revenue and receipts reflects the ongoing challenge of low collection rates, especially from household consumers, as previously noted in C.7.5. Despite billing over R3 million monthly, actual cash inflows remain significantly below projections, necessitating strict monitoring of the debt book and adjustments to collection strategies.

These performance trends indicate that the municipality must continue to:

- Adjust revenue projections to reflect realistic collections;
- Intensify indigent management and credit control interventions;
- Improve data cleansing and billing accuracy;
- Incorporate collection performance into funding decisions under MFMA Section 18;
- Align SDBIP targets and MTREF estimates accordingly.

7.4.3 Revenue Performance Summary Table – July 2024 to April 2025

Table: 199 Revenue Performance Summary

Month	Water (Incl. VAT)	Sewer (Incl. VAT)	Interest	Total Billing	Receipts (Incl. VAT)	YTD Collection Ratio
Jul-24	R2,671,625.39	R585,716.10	R1,909,227.42	R5,166,568.91	(R1,377,956.06)	(0.27)
Aug-24	R4,475,437.01	R968,355.10	R429,515.36	R5,873,307.47	(R1,309,455.39)	(0.22)
Sep-24	R4,654,848.45	R1,009,436.46	R477,472.62	R6,141,757.53	(R307,615.77)	(0.05)
Oct-24	R2,530,263.44	R480,064.36	R402,332.38	R3,412,660.18	(R2,618,764.13)	(0.77)
Nov-24	R3,319,235.87	R772,766.59	R458,463.19	R4,550,465.65	(R1,308,317.16)	(0.29)
Dec-24	R3,391,015.83	R829,177.11	R491,992.50	R4,712,185.44	(R1,290,114.63)	(0.27)
Jan-25	R2,554,430.90	R595,755.88	R508,782.26	R3,658,969.04	(R1,575,721.66)	(0.43)
Feb-25	R3,050,088.36	R722,444.46	–	R3,772,532.82	(R126,600.43)	(0.03)
Mar-25	R2,782,283.45	R641,746.44	R544,876.39	R3,968,906.28	(R438,295.03)	(0.11)
Apr-25	R2,453,576.07	R559,225.02	R551,970.79	R3,564,771.88	(R2,630,152.29)	(0.74)

Total 29%

The municipality recognises the importance of aligning revenue forecasts with actual collection trends. Ongoing strategies—including improved credit control, indigent management, and billing accuracy—will be critical in ensuring realistic revenue projections in future MTREFs.

7.5 Debt Management

The Amajuba District Municipality recognises the pressing need to improve its debt management systems, particularly as the current collection rate remains below the benchmark of 95%. The majority of outstanding debt is from household consumers, highlighting the need for focused, community-level interventions.

To strengthen recovery efforts, the municipality is working with COGTA to improve the collection of debt owed by government departments, while also reinforcing its internal framework through the implementation of a credible Indigent Support Policy and Application Process. This will ensure only qualifying households are included in the Indigent Register, improving the quality of data used for financial decisions and enabling targeted relief measures.

The municipality is also adopting technology-driven solutions to modernise its approach to debt recovery. This includes using digital platforms to enhance customer communication, support financial literacy, and improve the efficiency of billing and payments.

Despite these efforts, challenges persist in diversifying the revenue base, especially in rural areas with high unemployment and limited commercial development. These socio-economic conditions continue to constrain revenue potential and reduce the impact of Local Economic Development (LED) strategies aimed at stimulating growth.

The municipality remains committed to implementing smart recovery strategies, leveraging technology, and collaborating with stakeholders to improve its financial position while promoting long-term sustainability.

MUNICIPAL REVENUE SOURCE:

The Amajuba District Municipality generates revenue from the following key sources:

- **Equitable Share**
- **Grants and Subsidies**
- **Investment Interest**
- **Service Charges**
- **Sundry Income**

Efforts are underway to reduce dependency on transfers by improving local revenue through investment attraction and entrepreneurship support. This approach aims to improve the collection rate and address socio-economic challenges such as youth unemployment.

Revenue and Debt Management Strategy

- The municipality is intensifying efforts to improve debt recovery, especially among household consumers, where collection remains below the 95% norm. Collaboration with **COGTA** continues to support recovery from state institutions, while indigent policy implementation ensures targeted relief and credible debt write-offs for qualifying households.
- Technology will be further utilised to modernise debt collection, improve communication, and increase financial literacy. These tools will also streamline customer engagement and payment processes.

Data Cleansing and Accuracy

- To improve billing integrity, the municipality will strengthen data cleansing through:
- Automated validation tools
- Accurate data capture at source
- Improved internal controls
- Staff training on data governance
- These actions will support informed decision-making and improve trust in financial reporting.

Provision for Bad Debts

- Budgeted provisions for bad debts reflect anticipated non-collection and will be reviewed annually:
- These amounts are aligned to the municipality's risk profile and debt recovery performance.

Impairments and Recovery Improvements

- Impairment assessments are aligned to GRAP 104 and will continue to reflect realistic recoverability of debt. For 2025/26, focus is on:
- Reviewing and strengthening recovery processes
- Increasing automation of debt collection
- Expanding financial awareness campaigns
- Partnering with stakeholders to support recovery initiatives
- These steps will reduce future impairments and ensure financial sustainability.

Benefits to Financial Viability

- Informed Planning: Clean data enables accurate budgeting and service delivery.
- Fiscal Discipline: Proper provisioning and recovery strategies ensure a realistic financial position.
- Sustainable Development: Sound revenue management supports improved infrastructure and services.

Provision for Bad Debts

Description	Current Financial Year		
	2024/25	2025/26	2026/27
Provision for Bad Debts	R 8 677 674,00	R 9 024 781,00	R 9 385 772,00

Indigent Register Management and Compliance – 2024/2025

The Amajuba District Municipality continues to prioritise the provision of Free Basic Services (FBS) through the implementation of a credible and verifiable Indigent Register, in alignment with the Indigent Support Policy, MFMA Section 18, and National Treasury Circular 71.

For the 2024/25 financial year, the indigent register was consolidated with the assistance of local municipalities, who remain responsible for household-level vetting. As at April 2025, a total of 187 indigent households were verified and included in the official register. During the month, 52 new applications were received, with no households removed, confirming a stable and active register.

Of the registered households, 135 are receiving Free Basic Water and Free Basic Sanitation. The register was last updated with a cut-off date of May 2025, and current indigent status is valid until June 2025. The next application period for the 2025/26 financial year has commenced, with 52 new submissions already received at local municipality level.

The indigent register forms part of the supporting evidence for the Final MTREF 2025/26, directly informing FBS allocations, service delivery planning, and targeted support for qualifying households. It also supports audit and IDP compliance requirements by ensuring that only vetted, credible households benefit from the programme.

The register is reviewed annually and serves as a key control measure to mitigate against revenue loss, while promoting access to basic services for indigent and vulnerable communities.

Indigent Register Summary – 2025

Table: 200 Indigent Register Summary 2025

Description	Value
Total Registered Indigent Households (Start of Month)	187
New Indigent Registrations (During the Month)	52
Number of Households Removed from Register	0
Total Registered Indigent Households (End of Month)	187
Households Receiving Free Basic Water	135
Households Receiving Free Basic Sanitation	135
Cut-off Date for Indigent Status	May 2025
Expiration Date for Current Indigent Status	June 2025
Next Application Period for 2025/26	52 applications
Are These Customers Still Indigent for Current Period?	Yes

Tariffs 2025/26

The Amajuba District Municipality has reviewed its tariff structure for the 2025/26 financial year to ensure alignment with **cost recovery principles, affordability considerations**, and feedback received during the **IDP public participation process.**

An average tariff increases of **4.5%** has been applied across water and sanitation services, guided by CPI projections and increases in bulk input costs. The municipality remains committed to balancing financial sustainability with accessibility, especially for low-income households.

As part of pro-poor planning, **Free Basic Services (FBS)** will continue to be provided to all verified indigent households, with the **first 0–6kl of water and associated sanitation charges** provided at no cost. In response to service delivery challenges and community input, a **flat rate** has been introduced for **unmetered indigent households**, ensuring inclusion and consistency in billing.

The table below outlines the 2025/26 tariffs (exclusive of VAT):

Tariff Summary Table – 2025/26 (Excl. VAT)

Service Description	2024/25 Tariff	% Increase	2025/26 Tariff
Water Basic Charge – Residential	R123.50	4.5%	R129.06
Water Consumption (per kL) – Residential	R15.80	4.5%	R16.51
FBS – Indigent Households	0–6kl free	N/A	0–6kl free
Sanitation Basic Charge – Residential	R95.00	4.5%	R99.28
Sanitation per kL (linked to water usage)	R10.50	4.5%	R10.97
Flat Rate – Unmetered Households (Indigent)	New	N/A	R150.00/household
Business/Commercial Water – per kL	R22.40	4.5%	R23.41
Business/Commercial Sanitation – per kL	R18.20	4.5%	R19.02
Industrial Water – per kL	R26.00	4.5%	R27.17
Industrial Sanitation – per kL	R22.00	4.5%	R22.99

- Tariffs exclude VAT.
- FBS applies to all households reflected in the approved indigent register.
- The R150 flat rate for unmetered indigent households was introduced following IDP roadshow consultation to ensure equitable billing in areas where meters are not functional or unavailable.
- Tariff increases are linked to CPI inflation and structured to support service cost recovery without placing undue pressure on vulnerable households.

The 2025/26–2027/28 MTREF is tabled as **funded**, in compliance with **MFMA Section 18** and **National Treasury Circular 129.** The **Provincial Treasury confirmed** that the Draft MTREF was funded, and measures are in place to retain this status in the final version.

Budget assumptions were adjusted to reflect realistic revenue collection trends and informed by performance to date. Allocations are aligned to IDP priorities and incorporated into departmental business plans and the 2025/26 SDBIP.

Financial Recovery Plan

The municipality is not under financial recovery or provincial intervention. No formal Financial Recovery Plan is applicable for the 2025/26 financial year. Ongoing initiatives—including strict budget controls, cost containment, and the Clean Audit War Room—support long-term financial sustainability.

7.6 FINANCIAL MANAGEMENT

7.6.1 ASSETS AND INFRASTRUCTURE WITH REPAIRS AND MAINTENANCE

The municipality will be updating its Asset Register on its own to update the Asset register. A separate service provider will be appointed to assess infrastructure wherein the scope of work includes the development of an organizational Operation and Maintenance Plan which will be finalized in 2025/26.

To rectify the consistently low repairs and maintenance spending, falling below the mandated 8% threshold, and our utilization of only 25% of allocated funds, the municipality propose a systematic approach. This includes a thorough review of past spending, stakeholder engagement for insights, improved planning aligned with priorities, capacity building, robust monitoring, performance incentives, and a culture of continuous improvement. Through these measures, the aim is to optimize budget utilization, ensure compliance with legislative requirements, and enhance service delivery for our community.

Repairs and Maintenance

Description	Current Financial Year		
	2023/24 Original	2023/24 Actual	2023/24 Total
Repairs and Maintenance	R 14 333 736,27	R 3 517 895,27	R 3 517 895,27
% Repairs and Maintenance	5%		25%

The municipality's repairs and maintenance budget are below the norm of 8% of PPE. However, the Repairs and Maintenance budget forecast for 3-years is it incremental (2023: R7 860 322; 2024: R 8 174 735 and 2025: R 8 501 725). To address this the Financial Recovery Plan seeks to monitor and control expenditure; and improve revenue and thereby reducing the budgeted deficit has been tabled to Council as is approved.

7.6.2 FINANCIAL RATIOS

The financial ratios for 2024/2025 provide a structured overview of key aspects of the municipality's financial performance, including asset management, revenue collection, liquidity, debt levels,

sustainability, and grant dependency. Interpreting these ratios against established norms highlights areas of concern—such as low collection rates or rising debt—and informs corrective actions. This analysis enables the municipality to make informed, data-driven decisions to strengthen fiscal management and ensure long-term sustainability.

1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		26%
					Total Operating Expenditur	163 943
					Taxation Expense	
					Total Capital Expenditure	58 406
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100	Statement of Financial Position, Notes to the AFS and AR	0%		0%
					PPE, Investment Property and Intangible Impairment	
					PPE at carrying value	722 170
					Investment at carrying value	
					Intangible Assets at carryin	4 070
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		3%
					Total Repairs and Maintenance Expenditure	19 772
					PPE at carrying value	722 170
					Investment Property at Carrying value	
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		61%
					Gross Debtors closing bala	78 432
					Gross Debtors opeining ba	66 820
					Bad debts written Off	83
					Billed Revenue	29 856
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		0%
					Consumer Debtors Bad debts written off	
					Consumer Debtors Current bad debt	83
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget	30 days		959 days
					Gross debtors	78 432
					Bad debts Provision	
					Billed Revenue	29 856
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		6 Month
					Cash and cash equivalents	101 090
					Unspent Conditional Grant	20 794
					Overdraft	
					Short Term Investments	39 035
					Total Annual Operational Expenditure	256 615
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		0.62
					Current Assets	165 098
					Current Liabilities	266 637
Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%			0%
					Interest Paid	33
					Redemption	764
					Total Operating Expenditur	255 852
					Taxation Expense	
Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + Short Term Borrowings + Long term borrowing) / (Total Operating Revenue -	Statement of Financial Position, Statement of Financial Performance, Budget, IDP and AR	45%			1%
					Total Debt	700
					Total Operating Revenue	266 384
					Operational Conditional Gr	128 999

Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		22%
				Total Operating Revenue	266 384
				Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is*	13 960
				Total Operating Expenditure	222 571
				Taxation Expense	
Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		98%
				Total Water Revenue	26 368
				Total Water Expenditure	522
Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/Total Sanitation and Waste Water Revenue x 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		97%
				Total Sanitation and Water Waste Revenue	7 391
				Total Sanitation and Water Waste Expenditure	223
Growth in Number of Active Consumer Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		0%
				Number of Active Debtors Accounts (Previous)	4 135
				Number of Active Debtors Accounts (Current)	4 135
Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= CPI		41%
				CPI	6%
				Total Revenue (Previous)	188 684
				Total Revenue (Current)	266 384
Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants) x 100	Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR	= CPI		210%
				CPI	6%
				Total Revenue Exl.Capital (Previous)	21
				Total Revenue Exl.Capital (Current)	65
Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP	None		1%
				Internally generated funds	554
				Borrowings	
				Total Capital Expenditure	96 749
Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual	None		1%
				Internally generated funds	554
				Total Capital Expenditure	96 749
Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and Donations)/ Total Operating Revenue (including agency services) x 100	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		59%
				Total Revenue	350 927
				Government grant and subsidies	200 983
				Public contributions and Donations	
				Capital Grants	96 749

Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		150 days
				Trade Creditors	127 964
				Contracted Services	58 249
				Repairs and Maintenance	23 862
				General expenses	100 183
				Bulk Purchases	
				Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property Plant and*	128 999
Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		42%
				Irregular, Fruitless and Wasteful and Unauthorised Expenditure	94 094
				Total Operating Expenditure	222 571
				Taxation Expense	
Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		47%
				Employee/personnel related cost	97 742
				Councillors Remuneration	5 933
				Total Operating Expenditure	222 571
				Taxation Expense	
Contracted Services % of Total Operating Expenditure	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		26%
				Contracted Services	58 249
				Total Operating Expenditure	222 571
				Taxation Expense	
Capital Expenditure Budget Implementation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR	95% - 100%		75%
				Actual Capital Expenditure	96 749
				Budget Capital Expenditure	128 999
Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		86%
				Actual Operating Expenditure	255 852
				Budget Operating Expenditure	296 762
Operating Revenue Budget Implementation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		72%
				Actual Operating Revenue	256 893
				Budget Operating Revenue	355 178
Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		45%
				Actual Service Charges and Property Rates	15 675
				Budget Service Charges and Property Rates	35 157

The analysis of financial ratios for the 2024/25 financial year provides critical insights into the overall financial health, operational efficiency, and sustainability of the Amajuba District Municipality. These ratios are essential tools for monitoring fiscal performance, informing budget credibility, and guiding long-term financial planning in line with MFMA compliance and National Treasury benchmarks.

The municipality's asset management ratios reflect the effectiveness of capital investment and infrastructure maintenance, ensuring that resources are allocated to long-term service delivery needs. Debtor management ratios reveal the extent to which revenue is collected, highlighting performance in credit control and billing systems.

Liquidity ratios evaluate the municipality's ability to meet its short-term financial obligations, while liability management ratios assess the level of exposure to long-term commitments and whether debt remains within sustainable limits.

Sustainability ratios examine whether the municipality maintains sufficient cash reserves and whether it can operate independently without compromising future service delivery. Efficiency ratios focus on operational performance, particularly the alignment between revenue generation and expenditure control, identifying potential areas for cost-saving and performance optimisation.

Lastly, grant dependency ratios assess the municipality's reliance on national and provincial transfers. A high dependency may limit financial flexibility, making it essential to grow own revenue sources to ensure resilience and autonomy.

These ratios serve as a diagnostic and decision-making tool, enabling the municipality to continuously strengthen financial management practices, respond proactively to risk indicators, and maintain a stable, sustainable fiscal environment.

7.6.3 Loans, Borrowings and Grant Dependency

The Amajuba District Municipality previously held a single loan from the Development Bank of Southern Africa (DBSA), acquired to fund critical water and sanitation infrastructure. This loan has since been fully repaid, and the municipality does not anticipate taking on any new borrowings over the medium-term. This reflects a conservative borrowing position and a focus on maintaining a low-risk financial profile.

The municipality's capability to repay borrowings currently stands at 0.30%, well below the MFMA Circular 71 norm of 6% to 8%. While operating below the norm may suggest borrowing capacity, the municipality's financial strategy prioritises cash-backed budgeting and sustainable internal resource mobilisation over new debt financing. This approach also safeguards the municipality against future interest rate volatility or unforeseen liquidity constraints.

Grant Dependency

As at 2024/2025, the municipality's **grant dependency** remains high at **99.76%**, based on the Circular 71 formula for own-funded capital expenditure:

- *(Internally Funded Capital Expenditure / Total Capital Expenditure × 100) = (R417,800 / R174,913,600 × 100 = 0.24%)*

This level of dependency highlights the municipality's reliance on national and provincial conditional grants to implement capital projects and deliver basic services. While these grants are critical enablers of infrastructure development, they are often restricted in scope, limiting the municipality's flexibility to fund operations, repairs, and routine maintenance.

- To reduce this dependency and enhance long-term financial resilience, the municipality is focusing on:
- Diversifying its revenue base;

- Improving collection rates through enhanced billing and indigent management systems;
- Optimising capital expenditure within available internal funding;
- Prioritising maintenance within the existing budget framework.

This strategic shift aims to strengthen the municipality's fiscal autonomy and ensure that long-term service delivery is not constrained by conditional funding allocations.

7.6.4 Supply Chain Management Functionality

The organizational structure of the SCM Unit comprises of a Deputy Director SCM, Procurement Manager, Compliance Manager, Compliance Officer, Demand Clerk and three Procurement Clerks. All SCM staff have signed the Code of Conduct for SCM Practitioners established in terms of MFMA SCM Regulation 46(circular no. 22). SCM functions are centralized within the SCM Unit.

Section 217(1) of the Constitution provides that "When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive.

The Preferential Procurement Policy Framework Act (PPPFA) uses a preference points system to award contracts, allocating a portion of points to price and a portion to specific goals. For tenders below R50 million, the system is 80/20, meaning 80 points for price and 20 for specific goals. For tenders above R50 million, it's 90/10, with 90 points for price and 10 for specific goals.

The MFMA (Municipal Finance Management Act 56 of 2003) mandates that municipalities establish a committee system for competitive bidding, including Bid Specification, Bid Evaluation, and Bid Adjudication Committees. These committees play crucial roles in ensuring transparency, fairness, and accountability in public procurement.
Here's a more detailed look:
1. Bid Specification Committee:

- **Purpose:**
  Compiles detailed specifications for goods or services to be procured, ensuring clarity and precision in the bidding process.
- **Composition:**
  Typically includes the manager responsible for the relevant function, along with potentially external specialist advisors.
- **Responsibilities:**
  Developing the bid specifications, ensuring compliance with regulations, and approving the invitation to bid before publication.

2. Bid Evaluation Committee:

- **Purpose:**
  Evaluates submitted bids based on the specifications and predetermined criteria, ensuring fairness and objectivity.
- **Composition:**

Includes Supply Chain Management practitioners and potentially other relevant experts.

- **Responsibilities:**

Assessing the technical and financial viability of each bid, scoring bidders according to the defined criteria, and compiling a written submission to the Adjudication Committee.

3. Bid Adjudication Committee:

- **Purpose:**
  Makes the final decision on the award of the bid, considering the recommendations of the Evaluation Committee.
- **Composition:**
  May include the accounting officer, a finance professional, and other relevant experts.
- **Responsibilities:**
  Reviewing the Evaluation Committee's findings, ensuring compliance with regulations, and making a final award or recommending the process to the accounting officer.

Key MFMA Principles:

- **Competitive Bidding:**
  The system must facilitate competitive bidding, ensuring fair and transparent selection of suppliers.
- **Fairness and Transparency:**
  The process must be fair, transparent, and accountable, with clear criteria and documentation.
- **Scoring System:**
  Bidders are typically scored based on price and preference (e.g., 80/20 or 90/10 point systems).
- **Compliance:**
  The committee system must adhere to all applicable legislation and regulations.
- **Adjudication:**
  The Adjudication Committee must consider the Bid Evaluation Committee's report and make a final recommendation to the accounting officer on how to proceed with the procurement.
- **Risk Analysis:**
  The Adjudication Committee should conduct a risk analysis before awarding a contract.

Amajuba District Municipality SCM Policy in place and annually reviewed by council, it is also in line with Constitution (1996), PPPFA (2000), MFMA (2003), the SCM Policy is in place and is being reviewed annually, providing the living with disability to qualify for tenders.

The Accounting Officer appointed 3 Bid Committees which are fully functional, the composition of the committees is as per table below.

Table: 201: SCM Bid Committees

Bid Specification Committee

Name of Official	Name of Official	Name of Official
Mr Sabelo Zulu	Mr Sabelo Zulu	Mr Sabelo Zulu
Mr Dumi Dlamini	Mr Dumi Dlamini	Mr Dumi Dlamini
Ms Luyanda Simelane	Ms Luyanda Simelane	Ms Luyanda Simelane
Ms Lumka Ngidi	Ms Lumka Ngidi	Ms Lumka Ngidi
Bid Evaluation Committee		
Mr Sabelo Zulu	Mr Sabelo Zulu	Mr Sabelo Zulu
Mr Sanele Dube	Mr Sanele Dube	Mr Sanele Dube
Mr Simphiwe Nzuza	Mr Simphiwe Nzuza	Mr Simphiwe Nzuza
Bid Adjudication Committee	**Bid Adjudication Committee**	**Bid Adjudication Committee**
Mr Zakhele Ndlovu		
Mr Thabo Xaba	Mr Thabo Xaba	Mr Thabo Xaba
Mr Thembinkosi Shandu	Mr Thembinkosi Shandu	Mr Thembinkosi Shandu
Mr Thubelihle Buthelezi	Mr Thubelihle Buthelezi	Mr Thubelihle Buthelezi
Mr Thulani Dube	Mr Thulani Dube	Mr Thulani Dube
Ms Zaluleko Stemela	Ms Zaluleko Stemela	Ms Zaluleko Stemela
Bid Specification Committee	**Bid Specification Committee**	**Bid Specification Committee**

The following table details quotations and bids awarded in the 2024/2025 financial year from July 2024. Procurement Plans are prepared departmentally annually and submitted to the SCM Unit. The Procurement Plan is developed in line with the Service Delivery and Budget Implementation Plan and approved by the Accounting Officer for submission to KZN Treasury.

BIDS AWARDED

Table: 202 Bids Awarded

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	T2024/14 DEVELOPMENT OF WEB-BASED SERVICES FOR A DEVELOPMENT PLAN	AB PROJECTS	R 1 506 180

2.	T2024/16 DEVELOPMENT OF MAINTENANCE BUSINESS PLAN	EPLAZINI PTY LTD	R 9 324 252,48
3.	P2023/11 PROVISION OF HIGH JETTING SERVICES	MNUMZANE GROUP CC	R422.63 RATE PER HOUR
4.	P2023/09 PROVISION OF WATER TANKER SERVICES	TULSANET	DAILY RATE R2530,00 AT R14,95/KM
5.	P2023/09 PROVISION OF WATER TANKER SERVICES	BIG MAC PLANT AND CIVIL PTY LTD	DAILY RATE R2530,00 AT R14,95/KM
6.	P2023/10 PROVISION OF DESLUDGING SERVICES	PELEPELE INVESTMENTS PTY LTD	R0.29 RATE PER LITRE
7.	T2024/17 PROVISION OF RURAL ROAD ASSET MANAGEMENT SYS-TEM	BLACK DINESTY	R 491 981.17
8.	T2024/19 SUPPLY AND DELIVERY OF DISASTER RELIEF MATERIAL	EKAYA PROMOTIONS CC	R 345 000.00
9.	T2024/20: CONSTRUCTION OF GOEDHOOP BULK WATER AND SANITATION PHASE 2	MELA OKUHLE TRADING ENTERPRISE CC	R 73 687 156,04
10.	P2023/09 PROVISION OF WATER TANKER SERVICES	PSM SA (PTY) LTD	DAILY RATE R2530,00 AT R14,95/KM
11.	P2023/09 PROVISION OF WATER TANKER SERVICES	QABABA CIVILS AND PLANT HIRE (PTY) LTD	DAILY RATE R2530,00 AT R14,95/KM
12.	T2024/24: LEASE OF 20 WIRELESS, MULTIFUNCTION AND DIGITAL PRINTERS FOR THE PERIOD OF 36 MONTHS	ITEC TIYENDE (PTY) LTD	R 1 439 272,8
13.	T2024/23: THE PROFESSIONALSERVICES FOR DESIGN AND SUPERVISION (ALL INCLUSIVE) IN RESPECT OF THE REHABILITATION & RECONSTRUCTION OF CHELMSFORD DAM WALL ACCESS ROAD & SEWER PUMPSTATION DNC7 IN DANNHAUSER	TPA CONSULTING CC	R1 499 600.00
14.	T2024/23: PROVISION OF AN ONLINE SATELLITE IMAGERY, PORTAL FOR VIEWING, DOWNLOADING SATELLITE IMAGERY AND VALUE-ADDED SERVICES FOR A PERIOD OF 36 MONTHS	FRIDAY CONSULTING (PTY) LTD	R 1 190 000
15.	P2023/09 PROVISION OF WATER TANKER SERVICES	CIRCLE OF NMB (PTY) LTD	DAILY RATE R2530,00 AT R14,95/KM
16.	T2024/28 SHORT TERM INSURANCE FOR A PERIOD OF 36 MONTHS	KUNENE MAKOPO RISK SOLUTIONS	R 1 380 000

17.	T2024/25: APPOINTMENT OF A SERVICE PROVIDER FOR AMAJUBA DISTRICT TOURISM STRATEGY REVIEW FOR A PERIOD OF 4 MONTHS	ML INDUSTRIES (PTY) LTD	R 620 000
18.	T2024/30: DESLUDGING AND DISINFECTING OF DANNHAUSER /DURNACOL PORTABLE AND RAW WATER RESERVOIRS	ISOYI HOLDINGS (PTY) LTD	R 579 991.00
19.	T2024/26/01: SUPPLY AND DELIVERY OF 550 TRACK SUITS AND 550 ¾ SHORT PANTS	BARGAIN UNIFORMS AND SPORT (PTY) LTD	R 853 875.00
20.	T2024/26/02: SUPPLY AND DELIVERY OF T-SHIRTS AND 300 GOLF SHIRTS	BARGAIN UNIFORMS AND SPORT (PTY) LTD	R 310 500.00
21.	T2024/26/03: SUPPLY AND DELIVERY OF 550 LEGENDARY HATS AND 550 BACKPACK SPORT BAGS	BARGAIN UNIFORMS AND SPORT (PTY) LTD	R 202 400.00
22.	P2023/09 PROVISION OF 2ND WATER TANKER SERVICES	CIRCLE OF NMB (PTY) LTD	DAILY RATE R2530,00 AT R14,95/KM
23.	P2023/09 PROVISION OF WATER TANKER SERVICES	NND ENGINEERING (PTY) LTD	DAILY RATE R2530,00 AT R14,95/KM
24.	P2024/01 PANEL FOR PROVISION OF GENERATOR SERVICES	MGH SA (PTY) LTD, NANANTE (PTY) LTD, LIMACON CC, NKANYEZI PRO-JETS SOLU-TIONS (PTY) LTD, IKLIBHI TRADING EN-TERPRISE, DIS-TINCT INFRA-STRUCTURE SOLUTIONS, GENERATOR WORLD	N/A
25.	P2024/02 PANEL FOR TRAVEL BUSINESS MANAGEMENT SER-VICES FOR 3 YEARS	CHEAP CHEAP TRAVEL, TUNIMART TRAVEL, TRAV-EL FOR CHANGE	N/A
26.	P2024/03 PANEL FOR SERVICE PROVIDER FOR SUPPLY AND DELIVERY OF PLUMBING PIPES, FITTINGS, TOOLS AND WATER METERS FOR 3 YEARS.	VK DISTRIBU-TORS, NRBPIPING SYSTEMS (PTY) LTD, SANELESONQOBA (PTY) LTD, IQATHABTRAD-ING AND PRO-JETS CC, KUTUZA PRO-JECTS (PTY) LTD, MZOMBANE GROUP (PTY) LTD,	N/A

		OMATLA BAHOLO (PTY) LTD, SOLIDICON CC	
27.			

QUOTATIONS AWARDED

Table: 203 Quotations Awarded

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	Q2024/13 2024 Annual Financial Statement Review	MALTE ADVISORY	R194 512.50
2.	Q2024/14: Supply and delivery of 190 tracksuits and 190 t-shirts	BARGAIN UNIFORMS	R 104 880
3.	Q2024/15: Supply, delivery and install 2x wall split air conditioners and repair of 1x wall split air conditioner	3A COLD ROOMS	R 40 767,5
4.	Q2024/16: Hire of 2x luxury bus coaches	CHIPPAS BUS SERVICES	R 94 000
5.	Q2024/17 Graphic design service for period of 6 months	GOLI GROUP	R 4 312,5
6.	Q2024/18 Provision of ESRI Annual ARCGIS desktop Software maintenance license for period of 36 months & once-off provision of compatible hardware for ARCGIS desktop software operation	MTHOTILE ENTERPRISE PTY (LTD)	R 198 000
7.	Q2024/19 Supply and delivery of protective clothing	I SUPPLY AND DELIVER PTY (LTD)	R 38 378,29
8.	Q2024/20: Supply and delivery seedlings for summer vegetables production	MNTUNGWA FARMING ENTERPRISE	R 57 750
9.	Q2024/21: Supply and delivery of fertilizers and agro-chemicals for production of summer and winter vegetables	SA INDUSTRIAL	R62 736.00
10.	Q2024/22: Supply and delivery of raw and packaging material	OMATLA BAHOLO	R 140 000.00
11.	Q2024/24: SECURITY SERVICE PROVIDER TO PROVIDE HANDGUNS WITH AMMUNITION, RIFFLES WITH AMMUNITION, SAFE AND FIREARMS CONTROL OFFICER FOR THREE EXCO MEMBERS INCLUDING THREE	FITAMA PRO-TECTION SER-VICES (PTY) LTD	R 162 150.00

	COUNCILLORS THROUGH SECURITY PANEL OF AMAJUBA DISTRICT MUNICIPALITY FOR A PERIOD OF TWO MONTHS		
12.	Q2024/25: SUPPLY AND DELIVERY OF WASTE PICKERS EQUIPMENT	ODLAKADLALABA	R 199 050
13.	Q2025/02: SUPPLY AND DELIVERY OF 10X WHEELCHAIRS	RICHFLOR PROJECTS PTY LTD	R 32 388
14.	Q2025/04: SUPPLY AND DELIVERY OF 160 CERTIFICATES AND 85 TROPHIES	MONDISE BUSINESS SERVICES	R 99 610,95

SCM REGULATION 36 DEVIATIONS

Table: 204 SCM Regulation 36 Deviations

	DESCRIPTION OF ITEM PROCURED	AWARDED TO	CONTRACT AMOUNT (R)
1.	REPAIR RAW WATER PUMPS FOR UTRECHT DAM	KANTECH SERVICES	R91 027.00
2.	Repairs of four 75KW Motors at Chelmsford Raw water Pump Station REPAIRS OF FOUR 75KW MOTORS AT CHELMSFORD RAW WATER PUMP STATION	KANTECH SERVICES	R122 865.95
3.	URGENT REQUEST FOR SERVICE PROVIDER KAESER COMPRESSORS TO REPLACE SLIDING RING SEAL ON THE COMPRESSOR FOR DURNACOL WATER TREATMENT PLANT.	KAESER COMPRESSORS	R35 647.65
4.	REQUEST FRO PROCURING SERVICES OF A SERVICE PROVIDER TO PROVIDE TRAINING ON ISO 550012024 ON ROAD ASSET MANAGEMENT SYSTEM (RRAMS) AUDITING COURSE (MODULE 2) FROM 17TH -19TH FEBRUARY 2025	ICCASA	R67 137.00
5.			

Grants expenditure is being closely monitored due to low expenditure which occurred in 2024/25 financial year. The Water Service Infrastructure grant for 2024/2025 second tranche transfer was delayed by National Treasury because of poor expenditure in previous financial year. The main challenge is the vacancy rate in senior management positions in the municipality.

Procurement Plan

- The procurement plan describes how goods or services will be procured, including the preferred procurement methods, and when the procurement process should start in line with the spend threshold.

- Procurement planning starts with the development of annual plans, budgets, and time schedules for an operational or capital activity.

- Plans must detail all necessary resources including those affected by procurement or asset disposal.

- Procurement planning is crucial for any public entity's annual planning requirements as it is necessary to calculate the expected procurement costs.

- The plan will include both recurring and non-recurring costs. viii. To avoid delays, plan procurement activities before budget approvals.

- Estimate the lead times per commodity to include the delivery dates on the procurement plan.

- A procurement plan is a tool to promote a proactive approach to procurement that will avoid unnecessary emergencies or deviations because of last-minute surprises.

- A procurement plan also indicates the responsibility in the procurement process.

- PROCUREMENT PLAN CHALLENGES

-inability to Narrate specific Items to be Procured.
-Amendment of Procurement Plan during the financial period due to inability to plan properly.
-Budget constraints
-Deviations from Original procurement Plan that result to Multiple Adjustments.

- PERFOMANCE NARATIIVE ON PROCUREMENT PLAN

-Reduction of UIFW
-Strengthening the chances for Municipality to have Funded Budget.
-Minimises deviations

- CHALLENGES EXPERIENCED ON SCM UNIT (WITH TIME FRAMES, REQUISITION APPROVAL AND DEVIATIONS)

-Reluctant of Municipal officials to Follow and Respect SCM processes put in place as per MFMA, PPPFA and ADM Policy
- Delay on requisition approvals and Purchase Orders
- Unavailability of Tools of Trade to SCM officials (printers, Binders of Bid Documents)
-Short of Personnel (Vacancies that have not been filled)
- Contract Extensions are not Properly done as per Section 116 of MFMA.

7.6.5 AUDITOR GENERAL – AUDIT OPINION

Based on the assessment conducted by the Auditor General for the financial year ending June 2023, the ADM developed an action plan which will be utilized as a tool to eliminate the queries raised by the AG. Audit outcomes for the 5 previous audits is as follows:

- 2019/20 – Disclaimer
- 2020/21 – Qualified
- 2021/22 – Qualified
- 2022/23 – Qualified
  2023/24 – Qualified

In the last financial year, the municipality received a qualified audit opinion, with a reduced number of qualifying matters compared to previous years. However, the audit qualifications from the past two years have included serious findings that require urgent attention.

The municipality is fully committed to addressing the underlying issues to improve future audit outcomes. This commitment includes a comprehensive review of contributing factors such as internal controls, financial management practices, and governance structures.

As part of this effort, improvement plans are being rigorously reviewed by both the Internal Audit Unit and the Audit Committee. These oversight bodies play a critical role in ensuring accountability, transparency, and compliance within the municipality.

Through collaborative efforts and proactive measures, the municipality aims to strengthen systems, processes, and oversight mechanisms to achieve and sustain positive audit outcomes, thereby fostering public trust and confidence in its financial management practices.

A detailed table outlining the Auditor-General's opinion, audit findings, municipal responses, and actions to be undertaken by Amajuba District Municipality is included in Annexure

7.7 FINANCIAL MANAGEMENT SWOT ANALYSIS

Strengths	Weaknesses
• The organization benefits from a stable political and administrative environment, which provides a conducive atmosphere for growth and sustainability. • A robust human resource structure is already established within the organization, ensuring efficient	• Aging infrastructure results in illegal connections and revenue loss.Budget constraints restrict investment in necessary upgrades and expansions, hindering growth opportunities. • Limited capital budget restricts infrastructure upgrades and service expansion Inadequate

management of personnel and talent. • Well-defined policies are in place, serving as a guide for decision-making and ensuring consistency across operations. • Functional council structures enhance communication and decision-making processes, facilitating effective coordination among different departments or teams. • The presence of foundational infrastructure lays strong groundwork for the organization's activities, supporting smooth operations and future expansions. • Compliance with SCM Regulations • -Compliance with Legislations (MFMA and PPPFA) • -Compliance with Amajuba District Municipality SCM Policy • -Compliance with SARS (Tax Matters)	records management systems contribute to inefficiencies and hinder decision-making processes. • Outdated or incomplete records management systems delay decision-making and affect audit readiness. • Deteriorating fleet impacts service delivery and increases operational risk. • BTO is understaffed, limiting operational capacity and compliance oversight • Weak employee wellness interventions may affect morale and productivity.
Opportunities	**Threats**
• Leverage technical and financial support from national and provincial stakeholders (e.g. NT, COGTA, PT). • Insourcing logistics and fleet functions under SCM offers cost-reduction and improved efficiency. • Good relationships with service providers open doors for value-for-money and negotiated procurement. • Improved indigent register and automated billing can enhance revenue performance and debt recovery.	• High grant dependency (99.76%) limits financial autonomy and long-term sustainability. • Unfunded budget scenarios present a major risk to service delivery and project execution. • National fiscal constraints reduce the availability of equitable share and infrastructure grants. • Delays in user department approvals impact SCM turnaround times and service delivery responsiveness.

7.8 ADM, LOCAL MUNICIPALITY & SECTOR DEPARTMENTAL PROJECTS (Capital projects)

7.8.1 ADM CAPITAL PROJECTS

Table: 205: Medium – Long Term Projects (ADM)

No.	Project Name	Project Type (water, sanitation etc.)	Ward Number	Population	Budget	Year/Duration	No. jobs to be created	Progress
1.	Upgrade of Raw water supply pipeline to Durnacol water treatment Plant	Raw Water Source	2 & 3 NDH	2970	R50 000 000			Planning Stage
2.	Mafahlawane Bulk Water Supply	Water	9 NDH	23655	R444 527 197,95			Awaiting Funding Approval
3.	Raw Water Feasibility Study	Raw Water	All	117256	R20 000 000			Awaiting the SAC approval by DWS
4.	Construction of Groenvlei Bulk water and sanitation	Water & Sanitation	4 ELM	1500	R90 000 000			Planning Stage
5.	Construction of New Water treatment Plant at Zaaihoek WTW and Bulk Water	Water	4 ELM		R80 000 000			At BSC Stage
6.	Emadlangeni Sanitation	Sanitation	1,3,4,5&6 ELM	1000	R10 000 000			Planning Stage
7.	Drought relief Program	Water	4 ELM	1100	R12 000 000			Planning Stage
8.	Emadlangeni Borehole Program	Water	3,4&6 ELM	1100	R15 000 000			Planning Stage
9.	Emxakeni Water Scheme	Water	3 ELM	900	R9 000 000			Planning Stage

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Hilltop Reservoir Settlements Water Supply Scheme	The project aim to improve the services to the minimum RDP standard of standpipes that are within 200m walking distance from houses and reduce water tankers to this communities.	R87 707 050	97% complete.	30 Jun 2025
Goedehoop Bulk Water and Sanitation - Phase 2	The implementation of sanitation infrastructure in Emadlangeni LM to cater for the Emadlangeni LM by constructing a new wastewater treatment works with a 2Ml/day capacity.	R93 200 068	21% complete. Contractor terminated. Project to go on retender.	30 Jun 2027
eMadlangeni Sanitation Infills Wards 1 3 4 5 and 6 Rural areas of eMadlangeni LM	The implementation of the project (the installation of 2438 VIP toilet units) is due to new households (Infills) and the demarcation of new wards in Emadlangeni LM.	R39 692 493	89% complete.	30 Jun 2025

Amajuba DM Maintenance Business Plan (O&M Project)	The project 's aim is to address DWS directives which required that Amajuba DM maintain it water & sanitation (particularly the plants) infrastructure to DWS operational standards.	R9 927 500	55% complete.	30 Jun 2025

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Dedicated Braakfontein Reservoir for the Buffalo Flats Area	The implementation of the project aims to supply the community of Buffalo flats with the required 12Ml/d. The project will provide ADM with total control over the water supply for Buffalo Flats.	R71 659 695	98% complete. Project is at ADM legal	TBC
Emergency Water Supply To Ramaphosa Settlement, Skombaren and 2 Megalitre Reservoir at Hilltop	The project Phase 1-2 aims to improve water supply to the community Hilltop and Skombaren.	R179 849 330	50% complete.	30 Dec 2026
Reduction Non-Revenue Water via Reduction of Real Losses	The project intends to reduce the non-revenue water as part of the objectives of the national water conservation / water demand management.	R39 797 223	40% complete.	30 Aug 2025
Amajuba District Municipality COVID-19 Intervention Project	The project aims at ensuring residents will have a continuous supply of water for the community of Dannhauser LM.	R36 705 465	60%	30 June 2025
Zaaihoek Bulk Water Infrastructure (Planning)	The project aims to conduct the planning work to be executed by the professional service providers for the supply the two settlements along the banks of Zaaihoek dam.	R7 061 604	Awaiting NOR letter from CoGTA	Jun 2026
Removal and Replacement of Asbestos Cement Water Pipelines in Emadlangeni (Phase 1)	The project aims to remove AC pipes and install PVC and HDPE pipelines in order to provide a more reliable and safe supply of water.	R49 440 262	Awaiting funding approval from DWS	Jun 2029
Replacement of AC Sewer Pipelines in Dannhauser & Durnacol	The project is aimed at replacing approx. 75km old AC pipelines that frequently block and cause sewer manholes to overflow	R48 834 679	Awaiting implementation approval from DWS	Dec 2027
Refurbishment of Utrecht Water Treatment Works - Phase 2	The project comprises of the refurbishment of civil and / or replacement of mechanical and electrical equipment where refurbishment of the items is not cost-effective.	R49 805 021	Awaiting implementation approval from DWS	Dec 2027
Augmentation of Sewer System and Construction of a new Sewer Reticulation in Utrecht and Surrounding Areas	Project seeks to augment the sewer system and construct a new sewer reticulation in Utrecht and surrounding areas.	R48 500 000	Awaiting funding approval from DWS	Jun 2029

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Operation and Maintenance	The project aims at addressing Amajuba DM's limited budget in focusing on operational and maintenance challenges. 10% of the MIG allocation is planned on being utilised for O&M matters.	R10 191 800	Business Plan	Jun 2027
Dannhauser Sanitation Infills Wards 1 to 13 Rural Areas of Dannhauser LM (Phase 1)	The implementation of the project (the installation of 2300 VIP toilet units) is due to new households (Infills) and the demarcation of new wards in Dannhauser LM.	R49 636 670	Business Plan	Jun 2029
Emergency Bulk water to Ramaphosa, Hill top and Skobhareni - Completion of Phase 1-1 & 1-2	The aims to complete the remaining works on Phase 1-1 & 1-2 which emerged from the price escalation due to business plan being compiled in 2017.	R92 186 680	AFA has been submitted, awaiting DWS approval	Jun 2029
Dannhauser Regional Water Supply Scheme Phase 2 – New Durnacol Bulk Raw Water Supply Pipeline and Pumping Station	The project aims to replace the existing AC pipe that excessively leaks and replace it with a bigger water pipe which will cater for an increased water supply to the community of Dannhauser.	R300 000 000	Feasibility	Jun 2030

PROJECT NAME	PROJECT DESCRIPTION	PROJECT ESTIMATED COST	PROJECT STATUS	ANTICIPATED COMPLETION
Dannhauser Regional Water Supply Scheme Phase 3 – Upgrade of Durnacol Water Treatment Works	The project aims to upgrade the existing water treatment works plant from a 5Ml/d to 20Ml/d which will cater for the increased water supply to the growing population of the community of Dannhauser.	R600 000 000	Feasibility	Jun 2030
Zaaihoek Bulk Water Infrastructure	The project aims to supply the two settlements along the banks of Zaaihoek dam. The project will also provide for the possible future water supply to the community of Groenvlei and certain areas of Utrecht.	R200 000 000	Feasibility	Jun 2029
Groenvlei Agri Village Water Bulk Supply	The project aims at supplying portable water to the area of Groenvlei from the Zaaihoek dam.	R150 000 000	Feasibility	Dec 2030

AMAJUBA DDM CATALYTIC PROJECTS

Table: 206: Amajuba DDM Catalytic Projects

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
ECONOMY					
Hemp Project including Cannabis Produce (Medicinal Plants)	R0	Amajuba DM DARD Private Sector	Various wards in the District (Traditional Authority Areas)	To Be Confirmed	This Project is in the early phases. A MOU signed and approved by Council. This involves a Public Private Partnership to develop hemp in Traditional Areas.
Special Economic Zone Establishment (Textiles)	R20 million	Amajuba DM Newcastle LM EDTEA	Section 6 Ithala Industrial Area Madadeni Ward 19	TBC	Phase 1 – 90%
Upgrade Newcastle Airport	R16 000 000,00 (Runway) R2 000 000,00 (Lights)	Amajuba DM Newcastle LM CAA EDTEA Private Sector	31	TBC	The Airport's revamp was completed in 2019, thereafter, KZN EDTEA has granted NLM with grant funding for infrastructure upgrade such as the following; Replacement or upgrade of existing Municipal airfield ground lighting equipment; We have acquired R2 000 000,00 for the project. Resealing of the Airport runway; We has acquired R3 000 000,00 for the first phase of the project
Chemical Incubation hub	R4500 000,00	Amajuba DM EDTEA	Section 6 Ithala Industrial Area Madadeni Ward 19	10 after completion	100%
Balele Game Park refurbishment phase two and phase three funded by KZN EDTEA tourism section.	R9.5 mil (R2 mil + R4.5 mil + R3 mil)	EDTEA and Emadlangeni	02		Presently they are at almost at 60% with phase two. New structures are being built at Balele Game Park. Phase three will commence beginning of February, they were aiming to complete all these projects by the end of June this year, 2025.
PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025

Wyhoek Wind Farm	R0	eMadlangeni LM Amajuba DM EDTEA, NERSA, ESKOM	Ward 6	TBC	This is a Public Private Partnership. The SPLUMA and EIA processes concluded. Public facilitation is currently underway. Construction date still to be confirmed
Skills Audit	R0	Amajuba DM EDTEA	N/A	N/A	Skills audits are typically conducted in communities to ascertain the level of skills available. Such audits help identify gaps in required competencies, after which appropriate capacity-building interventions can be designed. This will facilitate targeted training programmes that will proactively develop capacity in key sectors identified. No progress has been made against this project to date.
Developer Contribution Policy Coupled with Investment Framework	R0	Amajuba DM Newcastle LM EDTEA COGRA	Newcastle eMadlangeni	N/A	NEWCASTLE Municipality has been in discussions with DBSA to fund such a project. Business Retention Policy has been developed. EMADLANGENI Emadlangeni has developed and adopted an eMadlangeni investment Directory
Red Tape Reduction	R0	Newcastle LM EDTEA, COGTA	Newcastle	TBD	a) Amajuba District has appointed Skhunyatana Consulting to undertake a feasibility study for the establishment of a district development agency. b) The concept of a 1-stop shop is to provide information for setting up a business in line with bylaws and legislation requirements for businesses to abide by. Currently in the process of seeking a potential venue to house the one stop shop; Newcastle Muncipality is currently aiming to assist in this regard. c) Business Environmental Index study which is undertaken by The department of Economic Development, Tourism and Environmental Affairs whom has appointed a consultant (Growth Map) to collate data pertaining to the challenges and opportunities of local business. Growth map will thereafter provide a report which will gauge their findings to assist with recommendations for the ease of doing business. The report has been completed.
PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025

SPATIAL AND ENVIRONMENTAL					
Regional Waste Site	R0	Amajuba DM Newcastle LM EDTEA	Newcastle TBD	TBD	The Newcastle Municipality is still in the process of identifying a site. A number of environmental issues have limited the options. All possible recycling opportunities are being explored to reduce the volumes of waste generated and extend the lifespan.
Electronic Component Recycling	R0	Amajuba DM Newcastle LM EDTEA	Newcastle TBD	TBD	This has not commenced.
Johnstown- Blaaubosch-Cavan (JBC) Housing Project	Phase 1: R151 316 688,30 Expenditure to date: R147 618 921,79 Phase 2 and 3: R329 153 005,97 Expenditure to date: R274 231 294,74 Installation of bulk services: R191 385 128,88 Expenditure to date: R94 427 425,26	Newcastle LM DHS/ HDA	Phase 1: Ward 16 Phase 2 and 3: Ward 16, 17 and 18 Installation of bulk: 12, 16, 17 and 18.	Phase 1: 200+/- Phase 2: 200+/- Installation of bulk services: 50+/-	This project has three phases running concurrently with different budgets allocated which is; 1. Phase 1, 2.Phase 2 and Phase 3, 3. Installation of bulk services. The project entails the construction of more than 10 000 units. Phase 1 Update: The installation of internal services is at 99% completed and we have submitted an application for funding for top structure construction to Human Settlements. Phase 2 and 3 Update: Within this phase the installation of services take place and the overall progress to date is 82% completed. Installation of bulk services: Installation of bulk of services and the overall progress is at 41% completed.
PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
INFRASTRUCTURE PROVISION					
Bulk Water Supply Goedehoop Housing Project (Phase 2) - Utrecht WWTW	R59,276,694	Amajuba - MIG	Ward 2 eMadlangeni	TBC	Internal road layerworks are in progress. Water and sewer pipe excavation and laying is in progress. Staff facilities building is at roof height, activated sludge reactor, clarifiers, sludge drying bulk excavation inprogress. The project is now at 21% complete.

Hilltop Settlement Reservoir Water Reticulation	R70,315,065	Amajuba - MIG	Ward 3, 7 and 12 Dannhauser	TBC	The major outstanding activities include: Pipe disinfecting and manhole. The project is 97% complete.
Installation of VIP Toilets in Newcastle Settlements- Phase 1	R 70 000 000,00	Newcastle - WSIG	Newcastle - Various wards	TBC	Expenditure to date for 24/25 FY (VAT Incl.) is R59 348 242,68
AC Pipe Replacement and Associated	R 25 593 464,64	Newcastle – MIG	Newcastle - Various wards	TBC	Expenditure to date for 24/25 FY (VAT Incl.) is R12 029 831,27
Blaauwbosch Bulk Water Project	R 13 861 774,36	Newcastle – MIG	6, 12, 15, 16, 18	TBC	The project is 78% complete. Contractor was terminated. Bids for new Contractor exceeded the available budget Consultant to review the project scope
Emergency Water Supply to Ramaphosa, Hilltop & Skombaren	R178,135,535	Amajuba - WSIG	Dannhauser ward 1,2,3,7	TBC	Reservoir sub-drainage, scour and overflow chamber casting completed, surface bed & column casting complete. Reservoir wall shuttering in progress, Pumpstation brickwork in progress, 8km pipeline excavation and laying in progress. The project is 49% complete
PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
SERVICES					
Groenvlei Agri-village	R150 000.00 For Basic Assessment by eMadlangeni (Complete)	OTP, DARD, COGTA, EDTEA,Amajuba DM, eMadlangeni LM	Ward 5	TBC	TBC
Medical City	R250 million	Newcastle LM DOH Private Sector	Newcastle Ward 34	TBC	The project is aimed at diversification of medical services within Newcastle. The current status; Newcastle has completed the extension of Hastie Street in 2022/23. This unlocked twenty (20) developable properties within the precinct. Since, all properties have been advertised for sale.

					The Municipality is currently disposing land for development of up-market offices in the Medical City and the Equarand Precinct.
Development of a new Private Hospital	R0	Newcastle LM DOH Private Sector	Newcastle Ward 34	TBC	The SPLUMA application has been approved. The municipality is still in discussions with the potential developer regarding the finalization of the sale of the land.
MPCC/ Thusong Centre Implementation	R0	COGTA DSD DARD DSAC	TBC	TBC	This has not commenced and will be initiated in the medium to long term.
PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
GOVERNANCE					
Shared Service Centre	Operational	COGTA Amajuba DM Newcastle LM Dannhauser LM eMadlangeni LM	All	3	AMAJUBA DM 1. 3 staff at the Amajuba DM fulfill the role for shared services in planning and GIS. 2. A JMPT established at the Amajuba DM. 3. Funding solely for the Shared Service provided by the ADM

7.8.2 LOCAL MUNICIPALITIES CAPITAL PROJECTS 2025/2026

EMADLANGENI MUNICIPALITY – MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS 2024/25 FINANCIAL YEAR

MIG ROLL OVER PROJECTS 2023/24

Project Name	Ward	Budget
White City Sport field	**2**	R7 106 846.72 (Construction budget)

PROJECT NAME	WARD NUMBER	ACTUAL BUDGET
Funded project for 2024-25 road project (MIG)		
PROJECT NAME	**WARD NUMBER**	**ACTUAL BUDGET**
Barouw Gravel Access Road	**05**	R6 003 806.16
Emathangeni Gravel Access Road	**03**	R6 027 513.50

Unfunded projects for 2025-26 road project (MIG)		
PROJECT NAME	**WARD NUMBER**	**ACTUAL BUDGET**
Luthilunye Access Gravel Road	**01**	R8 527 772.36 (Construction and Consultant)

Unfunded Project(s) as per the council resolution SP.COUN.2023.06.02 #A167/2023

Project Name	Ward
1. Kwamgadlela Road	Ward 4
2. Slagveld Road	Ward 6
3. Mpongoza Pedestrian Bridge	Ward 2
4. Dororhea Road	Ward 1
5. Ngodini Road	Ward 5
6. Nkululekweni Road	Ward 3

ROADS PRIORITY LIST

(MIG = 3 YEAR PLAN)

FINANCIAL YEARS :2024/25 – 2025/26

Ward	2024/25 FY	VD	Village/Isigodi	Length (km)
1	Year 1	Emathengeni Gravel		4
		Gelykwater	Esintabeni	5
		Ndlamlenze	Hlathikhulu	7
		Berouw	Dlamini mthandazi	1.5
		White City Sport Field	White City	
2		Utrecht Town	Loop Phase 2	0.7
		Utrecht Town	Scheepers	0.7
		Utrecht Town	Keerom	0.7
3		Nkululekweni	Mavaneyisini	3
		Vaalbank	Mathangini	4
4		Barroveldt	Barroveldt	15
		Mange	Mange	3
		Newlook	Eyingodweni to	15
6		Wit Umfolozi	Shikila ngaphesheya	2
		Waaihoek	Andries emasimini	2
	2025/26 FY			
1	Year 2	Lembe	Thuthuka	5
2		Utrecht Town	Naude	1.3
		Utrecht Town	Hugo	0.9
3		Emxhakeni	Jiyane	3
		Ndwakazane	Kamelboom	3
4		Reserve	Reserve	16
		Mgadlela	Mgadlela	5
5		Berouw	Crèche	2
		Emadlangeni 2	Eyimpambanweni	1.5
6		Wit Umfolozi	Jagpat/Khanda	2.5
		Mancamane	Stol' esimhlophe	3
	2026/27 FY			
1	Year 3	Luthilunye	Majalimaneni	5
		Nzimane	Malinga/Sikoleni	3
2		Utrecht Town	Rissik	1.2
		Utrecht Town	Maarschalk	0.9
3		Mazambane	Alex	4
4		Mzinyashane	Mzinyashane	3
		Jerico	Jerico	10
5		Emadlangeni 2	Eziphambanyweni to	6
		Ngodini	Eyipolweni to Ngodini	5.5
6		Waaihoek	Nquth' encane	1
		Mbathani	Nzima	5.5

INEP Projects

INEP PROJECT FOR 2023/24FY POSSIBLE ROLLOVER TO FOR 2024/25FY					
No	Project Name	Ward	Connections	Budget	Reasons for Rollover
1	Dorothea	1	155	R6 000 000.00	• The total project cost is R16 863 682.84, while the funding received was R6 000 000.00. • There is a shortfall of R10 863 682.84 and the application to request additional funding has been send to DMRE.
2	Blue Mountain Phase 2	4	56	R10 867 000.00	•

INEP PROJECT FOR 2024/25FY				
No	**Project Name**	**Ward**	**Connections**	**Budget**
1	Luthilunye Phase 2	4	44	R7 493 000.00
2	Blue Mountain Phase 3	5	50	R8 025 000.00
TOTAL				**R15 518 000.00**

DISASTER ROADS PROJECTS 2023/24 FY			
No	**Road Projects**	**Ward**	**Project estimate in Rands ®**
1	Re-gravelling of Dorothea access road	1	3 521 250.00
2	Re-gravelling of Vaalbank access road	3	2 615 028.00
3	Re-gravelling of Reserve access road	4	3 912 500.00
4	Re-gravelling of Lenz access road	5	2 347 500.00
5	Re-gravelling of Mlwane access road	6	2 738 750.00
6	Rehabilitation of Keerom Street	2	3 387 972.00
TOTAL			**18 523 000.00**

DISASTER ROADS PROJECTS 2023/24 FY POSSIBLE ROLLOVER TO 2024/25FY				
No	**Road Projects**	**Ward**	**Project estimate in Rands ®**	**Reasons**
1	Re-gravelling of Dorothea access road	1	3 521 250.00	• Delays in appointment of Contractors for the implementation of the projects due to huge number of bidders received (245 bidders) would force the projects to roll over to 2024/25financial year. • The construction works has not commence yet and we are one month away from the end of 2023/24 financial year.
2	Re-gravelling of Vaalbank access road	3	2 615 028.00	
3	Re-gravelling of Reserve access road	4	3 912 500.00	
4	Re-gravelling of Lenz access road	5	2 347 500.00	
5	Re-gravelling of Mlwane access road	6	2 738 750.00	
6	Rehabilitation of Keerom Street	2	3 387 972.00	
TOTAL			**18 523 000.00**	

DISASTER ROADS PROJECTS 2024/25 FY			
No	**Road Projects**	**Ward**	**Project estimate in Rands ®**
1	No projects funding has been approved for 2024/25 financial year		
TOTAL			**R0.00**

Unfunded New Projects

PROJECT NAME	STATUS	ESTIMATED COST	FUNDED/NOT FUNDED
Rehabilitation of the eMadlangeni Electrical Infrastructure	Sourcing funding	R 19 000 000	NOT FUNDED
Utrecht Shopping Complex Development Project		Request for proposal	NOT FUNDED

UNFUNDED ELECTRIFICATION PRIORITY PROJECTS

No	Ward	Village/Area Name	Estimated Connections
1	1	Enzimane	70
2		Gelykwater	50
3		Kempslust	30
4		Jakobhisi	25
5		Ndlamlenze	70
6		Luthilunye	60
7	2	Mpongoza	20
8		Balgray / Vertevrede 53	85
9		Politiki	35
10	3	Mispa	120
11		Sandspruit	25
12		Mxhakeni	65
13		Qedidlelo	350
14		Nkululekweni	30
15		Ndwakazana	40
16		Four Plaas	20
17	4	Rooiwal	60
18		Jerico	45
19		Mombisi	25
20		Reserve	65
21		Sibiza	15
22		Mgadlela	15
23		Mange/Ntuku	50
24		Zaaihoek	55
25		Phokweni	80
26		Slang River	20
27	5	Ngodini	45
28		Kwa- Let	20
29		Midway	36
30		Esigqumeni	16
31		Newlook	550
32		Ngodini	45
33		Chanceni	50
34		Uitkomst	30
35		Emadlangeni	30
36	6	Ezinhlonga	20
37		Mbathani/Hatting	75
38		Mlwane	50
39		Esidakeni	70
40		Slagveld	40
41		Esikhaleni	25
42		Jiyane	45

ELECTRIFICATION PRIORITY LIST

(INEP = 3 YEAR PLAN)

FINANCIAL YEARS :2023/24 – 2025/26

Ward	2023/24FY	Village/Isigodi	Number of	Funded/not funded
1	Year 1	Luthilunye Phase	44	Will be implemented
		Dorothea	66	In progress
2		Nzimane	25	No funding received
		Mpongosa	12	No funding received
3		Vaalbank	525	Implemented by
		Emxhakeni	60	No funding received
4		Isibiza	13	No funding received
		Mgadlela	12	No funding received
5		Berouw Farm	74	Implemented by
		Newlook	350	No funding received
6		Mlwane	51	No funding received
		Esidakeni	72	No funding received
	2024/25FY			
1	Year 2	Luthilunye Phase	73	No funding received
		Enzimane	83	No funding received
2		Balgrey	40	No funding received
3		Sandspruit	20	No funding received
		Nkululekweni	16	No funding received
4		Mombisi	13	No funding received
		Reserve	62	No funding received
5		Chanceni	50	No funding received
		Emadlangeni 1	70	No funding received
6		Mbathani	46	No funding received
		Slagveld	49	No funding received
	2025/26FY			
1	Year 3	Gelykwater	76	No funding received
		Kempslust	22	No funding received
2				
3		Ndwakazane	30	No funding received
4		Mange/Ntuku	49	No funding received
		Zaaihoek	53	No funding received
5		Emadlangeni 3	29	No funding received
		Uitkomst	17	No funding received
		Engodini	20	No funding received
6		Esikhaleni	61	No funding received
		Mkhamba	1	No funding received

60 KM of roads to be maintained under Road Maintenance Programme in the entire municipal jurisdiction IN 2023-24 financial year

Unfunded Projects Priority List for 2022/23 to 2026/27

Type of Project	Name of road	Ward	Place
Road rehabilitation	Mbulungwane	1	Kwa-Mahleka
	KwaMahleka	1	
	Mandlakazi	1	
	Ilembe Access road	1	
	Thuthuka Bridge	1	
	Plein Street	2	Utrecht
	Scheepers Street	2	Utrecht
	Hugo Street	2	Utrecht
	Road to kwa-Sithole	3	eMlwane
	Road to kwa-Ndlovu Phase 2	3	eMlwane
	Keerom	2	Utrecht
	School- kwa-Zungu	3	eMlwane
	Mahukwini-Khumalo/Moloi Causeway	3	Ndwakazana
	Cunjana	3	Ndwakazana
	Kwa-Magadlela	4	Kwa-Magadlela
	Slang	4	Slang/eMbokodweni
	Embokodweni	4	
	Mumbisi	4	
	Berrouw	5	Berrouw
	Engodini farm road	5	Engodini
Sports field	Ndwakazane	3	
Sports field	Groenvlei	4	
Hall	Nkululekweni	3	

UNFUNDED ELECTRIFICATION PRIORITY LIST OF PROJECTS 2022-23 to 2026-27

Name of the project	Wards
Engodini	5
Ntuku	5
KwaThuthuka	1
Speedkop	1
Esikhaleni	3
Jiyane phase	3
Mpongoza	2
Phokweni	4
Reserve Phase 2	4
Esilang (Slang Rever)	4
Mpongoza	2
Luthulunye	1
Chanceni	5
Enzimane	5

Local Economic Development

Development of Integrated Waste Management Plan (Unfunded)

Situation Analysis	Desired end state (Goals)	Targets	Y1	Y2	Y3	Y4	Y5	Selected alternatives	(Implementation mechanisms) Resources		
									Human Resource (HR)	Equipment (EQP)	Finance (HR+EQP)
Lack of waste management structure	Adopt an effective waste management structure	• Council adoption of the proposed functional structure	Planning	Adoption	Implementation			• For implementation there is alternatives to achieve the objectives of the structure. E.g. hiring of interns and secondments	• Waste Management Officer x 1 • Landfill operator x 1 • General workers x 10		**R5 000 000**
No transfer station	Transfer station	• Identify land for the transfer station • Construction of one transfer station	• Consult with PMU • Proposal and submit to local and internationalsdonors					• Apply for extension for the current landfill site	• Existing staff		**R2 000 000**

Lack of recycling facility / waste minimization	• New buyback centre	• Get DFFE to speed up the process of constructing the buy-back facility	Agreements with neighbouring municipalities	Construction of buy back centre	Operation of buy back centre			• Private Recyclers	• Existing Staff		**R10 000 000**
Lack of waste disposal facility	• New landfill site	• Identify the land • Do the assessment studies	Ongoing						Existing Staff in collaboration with Government Departments		To be determined by identification
Current landfill site is licensed for closure	• Complete the closure and rehabilitation				License Expires	Rehab	Rehab				

Lack of collection 558achine 558 to un-serviced areas	• Extend waste collection services to un-serviced areas	• Apply for specialised vehicles • On site supervised disposal	Compactor Truck and tipper truck					• EPWP,CWP and 60 municipal cleaning and greening participants • 22 participants from GGD	Existing staff	Compactor truck Tipper truck	R 3 000 000
Illegal Dumping hotspots	• Clear and removal of illegal dumps	• Clearing and removal of illegal hotspots in all wards • Continuous education campaigns • Conduct clean up campaigns	Ongoing					• EPWP,CWP and 60 municipal cleaning and greening participants • 22 participants from GGD • Converting hotspots to sustainable projects	Existing staff	Tools of trade	
Waste Diversion	• Establish a waste composting facility	• One composting facility	Feasibility study		Operation of			•	Existing staff	Chipping/mulching machines	R50 000

Upgrade /Refurbishment of Balele Game Park

Unfunded Balele Game Park Projects

The following projects and objectives are an adaptation from the official park concept document and they look at short to medium term which runs with the duration of the IDP.

Item	Estimated cost
Structural Refurbishment of accommodation	R 2 000 000, 00
Repair of park roads (Short and medium term)	R 250 000, 00
Repair and upgrading of pools (kiepersol and Caravan Park)	R 200 000, 00
Signage	R 100 000, 00
Abattoir refurbishment	R 200 000, 00
Thatch Roofing repair	R 300 000,00
Accommodation Furniture	R 1 000 000, 00
Alien Invasive Plant Control	R 250 000, 00
Mangosuthu Cultural Centre refurbishment	R 1 000 000, 00
Picnic Area/Boat Launching and Jetty repair	R 150 000,00
Game Fence	R 2 000 000, 00
Grand Total	**R 7 450 000. 00**

H.10.6 MUNICIPAL UNFUNDED PROJECT	VALUE
Upgrade of electrification infrastructure	Unfunded

7.8.3 Newcastle Local Municipal Capital Projects

FUND SOURCE	PROJECT DESCRIPTION	WARD	2025/2026 DRAFT BUDGET	2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET
BUDGET & TREASURY OFFICE					
Internal	Furniture and equipment	-	250 000	150 000	100 000
Internal	Machinery & equipment	-	250 000	150 000	100 000

Internal	Purchase of Air Conditions	-	300 000	-	-
			800 000	**300 000**	**200 000**
CORPORATE SERVICES					
Internal	IT Equipment	-	2 000 000	1 500 000	1 000 000
Skills Development Grant	Purchase of furniture & equipment	-	500 000		
Internal	Training Centre Ablution	-	200 000		
			2 700 000	**1 500 000**	**1 000 000**

FUND SOURCE	PROJECT DESCRIPTION	WARD	2025/2026 DRAFT BUDGET	2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET
COMMUNITY SERVICES					
Grant	Supply and installation of Air-conditioning units	-	80 000		
Grant	Amphitheatre: Benches	-	79 500	140 000	
Grant	Jungle Gym	-	-		121 386
Grant	Humidifier	-	128 500		
Grant	Art Works	-	-	71 000	59 386
Grant	Supply and installation of Air-conditioning units	-	-	100 000	
Grant	Upgrade of ablution facility	-	-		100 000
Insurance	Replacement of central air-conditioner compressor at Newcastle Library	25	53 706		
Insurance	Replacement of damaged furniture and equipment - Lennoxton Library	3	35 988		
Internal	Ablution in Taxi Rank	25	300 000		
			677 694	**311 000**	**280 772**

FUND SOURCE	PROJECT DESCRIPTION	WARD	2025/2026 DRAFT BUDGET	2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET

DEVELOPMENT PLANNING & HUMAN SETTLEMENTS					
Internal	Tower Construction & Software	-	-	500 000	550 000
Accreditation	IT Equipment	-	-	-	-
Internal	Acquisition of Land for Landfill	-	-	-	-
NDPG	Madadeni Bulk Sewer (Project Preparation)	Mad & Blwbch	22 194 000	15 000 000	23 000 000
			22 194 000	**15 500 000**	**23 550 000**

FUND SOURCE	PROJECT DESCRIPTION	WARD	2025/2026 DRAFT BUDGET	2026/2027 DRAFT BUDGET	2027/2028 DRAFT BUDGET
TECHNICAL SERVICES					
GRANT	FURNITURE EQUIPMENT	-	250 000	70 000	150 000
GRANT	UPGRADE & REFURBISHMENT OF BULK SEWER PIPELINE FROM SIYAHLAL	25	32 722 043	9 830 000	-
GRANT	BLAAUWBOSCH BULK WATER	6,12,15,16 &18	9 490 000	-	-
GRANT	CONSTRUCTION OF MADADENI TARED ACCESS	28 & 29	8 000 000	15 000 000	15 000 000

	ROAD WARD 28 & 29				
GRANT	CONSTRUCTION OF OSIZWENI TARED ROAD WARD 9, 10 & 32	9, 10 & 32	11 000 000	-	-
GRANT	CONSTRUCTION ML2, ML8 AND MM41 ROADS	29	15 000 000	15 000 000	15 000 000
GRANT	CONSTRUCTION OSIZWENI ROADS IN WARD 10	10	17 000 000	-	-
GRANT	Buffalo River Abstraction Works	7	20 000 000		
GRANT	Ngagane Water Treatment Works Upgrade and Infrastructures	21	20 000 000		
GRANT	VILIOENPARK BULK WATER & SANITATION	34	16 300 000	30 641 000	
GRANT	CONSTRUCTION OF SPORTS FACILITY - MIG	5	18 124 000	-	30 000 000
GRANT	CONSTRUCTION OF 11kv SWITCHING STATION-CAPRICON	3	15 000 000	15 000 000	15 000 000
GRANT	CONSTRUCTION OF 132/11kv STATION-EQUARAND	34	26 300 000	3 500 000	4 336 000
			209 186 043	**89 041 000**	**79 486 000**
	TOTAL DRAFT CAPITAL BUDGET		**235 557 737**	**106 652 000**	**104 516 772**

7.8.4 SECTOR DEPARTMENTAL PROJECTS 2025/2026

DEPARTMENT OF EDUCATION 2025/26 PROJECT

Table: 207: DOE Projects

SCHOOL NAME	MUNICIPALITY	Ward No	IMPLEMENTING AGENT	SUBPROGRAM	2025_26	2026_27	2027_28
AMAJUBA COMBINED SCHOOL	Newcastle Local Municipality	5	IDT	STORM DAMAGE PROGRAMME	R -	R 412 162,00	R 811 528,00
ANNANDALE PRIMARY SCHOOL	Dannhauser Local Municipality	12	PUBLIC WORKS	WATER AND SANITATION	R -	R 347 433,00	R 299 404,20
ANNEVILLE PRIMARY SCHOOL	Dannhauser Local Municipality	7	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 400 794,00	R 270 786,80
ANNIVILLE PRIMARY SCHOOL	Dannhauser Local Municipality	7	IDT	STORM DAMAGE PROGRAMME	R -	R 658 484,00	R 791 528,00
BETHAMOYA SENIOR SECONDARY SCHOOL	Newcastle Local Municipality	24	PUBLIC WORKS	WATER AND SANITATION	R -	R 123 884,00	R 383 535,25
BUHLEBENTUTHUKO PRIMARY SCHOOL	Newcastle Local Municipality	30	PUBLIC WORKS	STORM DAMAGE PROGRAMME	R 300 000,00	R 1 480 740,00	R -
BUHLEBENTUTHUKO PRIMARY SCHOOL	Newcastle Local Municipality	30	PUBLIC WORKS	WATER AND SANITATION	R -	R 343 784,00	R 270 000,00
BUSY BEE PRIMARY SCHOOL	Newcastle Local Municipality	34	IDT	UPGRADES AND ADDITIONS	R -	R 443 684,00	R 328 457,00
CACAMEZELA SECONDARY SCHOOL	Newcastle Local Municipality	8	COEGA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 533 662,00	R 756 091,00
CANAAN PRIMARY SCHOOL	Newcastle Local Municipality	7	IDT	STORM DAMAGE PROGRAMME	R -	R 412 162,00	R 811 528,00
CATHULANI PRIMARY SCHOOL	Newcastle Local Municipality	29	PUBLIC WORKS	WATER AND SANITATION	R -	R 257 247,00	R 460 388,32

CATHULANI PRIMARY SCHOOL	Newcastle Local Municipality	29	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 306 136,00	R 903 516,71
CEBELIHLE PRIMARY	Newcastle Local Municipality	12	IDT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 385 487,14	R-	R -
CEBELIHLE PRIMARY SCHOOL	Newcastle Local Municipality	12	PUBLIC WORKS	WATER AND SANITATION	R -	R 191 075,00	R 261 873,64
CELANI PRIMARY SCHOOL	Newcastle Local Municipality	27	PUBLIC WORKS	NEW SCHOOL	R 9 766 787,00	R 4 200 910,00	R -
CHARLESTOWN HIGH SCHOOL	Newcastle Local Municipality	1	IDT	STORM DAMAGE PROGRAMME	R -	R-	R -
CLAVIS PRIMARY SCHOOL	Newcastle Local Municipality	1	PUBLIC WORKS	WATER AND SANITATION	R -	R 200 000,00	R 406 299,00
CLAVIS PRIMARY SCHOOL	Newcastle Local Municipality	1	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 293 697,00	R 212 013,74
DANNHAUSER COMBINED SCHOOL	Dannhauser Local Municipality	2	COEGA	UPGRADES AND ADDITIONS	R -	R 403 784,00	R 318 457,00
DNC COMBINED SCHOOL	Dannhauser Local Municipality	2	IDT	STORM DAMAGE PROGRAMME	R -	R 500 000,00	R 741 528,00
DUCK PONDS SECONDARY SCHOOL	Newcastle Local Municipality	22	DBSA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 802 207,00	R 1 268 800,63
EMALAHLENI COMBINED SCHOOL	Emadlangeni Local Municipality	2	PUBLIC WORKS	WATER AND SANITATION	R -	R 492 196,00	R 365 234,60
EMALAHLENI COMBINED SCHOOL (UTRECHT)	Emadlangeni Local Municipality	2	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 581 662,00	R 810 091,00
EMALAHLENI COMBINED SCHOOL (UTRECHT)	Emadlangeni Local Municipality	2	DBSA	STORM DAMAGE PROGRAMME	R 328 059,00	R-	R -

EMALAHLENI P	Emadlangeni Local Municipality	2	IDT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 159 790,00	R-	R -
EMXHAKENI COMBINED PRIMARY SCHOOL	Emadlangeni Local Municipality	3	PUBLIC WORKS	WATER AND SANITATION	R 115 000,00	R-	R -
EMXHAKENI INTERMEDIATE SCHOOL	Emadlangeni Local Municipality	3	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 414 197,00	R 551 957,00
GELYKWATER PRIMARY SCHOOL	Emadlangeni Local Municipality	1	IDT	STORM DAMAGE PROGRAMME	R 34 508,00	R-	R -
HILLTOP COMBINED SCHOOL	Dannhauser Local Municipality	7	IDT	STORM DAMAGE PROGRAMME	R 93 180,00	R-	R -
HLALANATHI SECONDARY SCHOOL	Newcastle Local Municipality	26	COEGA	UPGRADES AND ADDITIONS	R -	R 314 197,00	R 300 000,00
HLOKOMANI PRIMARY SCHOOL	Dannhauser Local Municipality	4	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 485 316,00	R 352 751,65
HOPE COMBINED SCHOOL	Newcastle Local Municipality	5	COEGA	UPGRADES AND ADDITIONS	R -	R 260 344,00	R 477 000,00
HUTTENPARK PRIMARY SCHOOL	Newcastle Local Municipality	4	IDT	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 3 365 605,00	R 4 875 891,00
INDONI PRIMARY SCHOOL	Newcastle Local Municipality	8	PUBLIC WORKS	WATER AND SANITATION	R -	R 248 827,00	R 373 325,31
INDONI PRIMARY SCHOOL	Newcastle Local Municipality	8	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 1 808 351,71	R 726 374,00	R -
INDONSA TECHNICAL HIGH SCHOOL	Newcastle Local Municipality	11	PUBLIC WORKS	WATER AND SANITATION	R -	R 480 993,00	R 430 121,50

INGOGO PRIMARY SCHOOL	Newcastle Local Municipality	1	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 524 862,00	R 639 691,00
IZAZI SECONDARY SCHOOL	Newcastle Local Municipality	7	COEGA	UPGRADES AND ADDITIONS	R 5 352 929,00	R 603 538,00	R 306 132,41
IZIKO PRIMARY SCHOOL	Newcastle Local Municipality	32	COEGA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 14 396 877,71	R 2 821 473,00	R -
IZIMBUTHU INTERMEDIATE SCHOOL	Emadlangeni Local Municipality	5	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 254 862,00	R 391 429,66
JOBSTOWN PRIMARY SCHOOL	Newcastle Local Municipality	6	IDT	STORM DAMAGE PROGRAMME	R -	R 412 162,00	R 811 528,00
JOBSTOWN PRIMARY SCHOOL	Newcastle Local Municipality	6	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 336 882,00	R 407 450,39
KADWA SECONDARY SCHOOL	Newcastle Local Municipality	21	IDT	NEW SCHOOL	R -	R 1 847 884,00	R 5 783 891,00
KILKEEL PRIMARY SCHOOL	Dannhauser Local Municipality	11	PUBLIC WORKS	WATER AND SANITATION	R -	R 427 503,00	R 539 613,90
LEMBE COMBINED SCHOOL	Emadlangeni Local Municipality	1	PUBLIC WORKS	WATER AND SANITATION	R -	R 305 214,00	R 544 398,00
LEMBE PRIMARY SCHOOL	Emadlangeni Local Municipality	1	IDT	STORM DAMAGE PROGRAMME	R -	R 558 484,00	R 311 437,00
LETHUKUTHULA PRIMARY SCHOOL	Dannhauser Local Municipality	3	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 417 133,00	R 448 205,46
LINGANI PRIMARY SCHOOL	Newcastle Local Municipality	13	PUBLIC WORKS	STORM DAMAGE PROGRAMME	R 4 166 510,15	R 983 195,00	R -
LINGANI PS	Newcastle Local Municipality	13	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 311 144,00	R 393 095,00

MBALENHLE PRIMARY SCHOOL	Newcastle Local Municipality	22	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 229 236,00	R 314 551,53
MEHLWANA PRIMARY SCHOOL	Dannhauser Local Municipality	6	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 400 401,00	R 299 235,40
MUZOKHANYAYO HIGH SCHOOL	Dannhauser Local Municipality	9	PUBLIC WORKS	WATER AND SANITATION	R -	R 451 644,00	R 353 425,90
NEWCASTLE SENIOR SECONDARY SCHOOL	Newcastle Local Municipality	34	IDT	STORM DAMAGE PROGRAMME	R 127 622,40	R-	R -
NGCAKA COMBINED SCHOOL	Emadlangeni Local Municipality	1	IDT	FLOODS DAMAGED	R -	R 780 785,00	R 907 461,08
NGCAKA COMBINED SCHOOL	Emadlangeni Local Municipality	1	PUBLIC WORKS	WATER AND SANITATION	R -	R 330 346,00	R 387 842,42
NHLAZADOLO COMBINED SCHOOL	Emadlangeni Local Municipality	6	IDT	STORM DAMAGE PROGRAMME	R -	R 508 484,00	R 431 437,00
NKLANGOZI PRIMARY SCHOOL	Emadlangeni Local Municipality	4	DBSA	WATER AND SANITATION	R 88 597,18	R-	R -
ODOLAND PRIMARY SCHOOL	Emadlangeni Local Municipality	3	PUBLIC WORKS	WATER AND SANITATION	R 77 151,30	R-	R -
OKHALWENI PRIMARY SCHOOL	Dannhauser Local Municipality	6	PUBLIC WORKS	WATER AND SANITATION	R -	R 465 260,00	R 464 238,19
PANORAMA COMBINED SCHOOL	Newcastle Local Municipality	5	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 503 352,60	R-	R -
PHAMBILI PRIMARY SCHOOL	Newcastle Local Municipality	8	IDT	STORM DAMAGE PROGRAMME	R -	R 412 162,00	R 811 528,00
PHAMBILI PRIMARY SCHOOL	Newcastle Local Municipality	8	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 417 133,00	R 448 205,46
PHUZUKUBONA SECONDARY SCHOOL	Dannhauser Local Municipality	10	DBSA	STORM DAMAGE PROGRAMME	R -	R 584 162,00	R 138 937,00

QAPHELANI PRIMARY SCHOOL	Newcastle Local Municipality	26	PUBLIC WORKS	WATER AND SANITATION	R -	R 171 421,00	R 282 720,47
QAPHELANI PRIMARY SCHOOL	Newcastle Local Municipality	26	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 401 374,00	R 529 988,46
QEDIZABA PRIMARY SCHOOL	Newcastle Local Municipality	28	IDT	STORM DAMAGE PROGRAMME	R -	R 373 294,00	R 694 923,24
QEDIZABA PRIMARY SCHOOL	Newcastle Local Municipality	28	COEGA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 14 068 790,00	R 875 395,00	R 4 581 027,40
QHAWELESIZWE PRIMARY SCHOOL	Newcastle Local Municipality	21	IDT	FLOODS DAMAGED	R -	R 581 662,00	R 810 091,00
QHAWELESIZWE PRIMARY SCHOOL	Newcastle Local Municipality	21	IDT	STORM DAMAGE PROGRAMME	R -	R 477 303,00	R 459 924,97
QHUBIMFUNDO PRIMARY SCHOOL	Newcastle Local Municipality	13	IDT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 385 487,14	R-	R -
QHUBIMFUNDO PRIMARY SCHOOL	Newcastle Local Municipality	13	PUBLIC WORKS	WATER AND SANITATION	R -	R 340 669,00	R 222 006,12
RUTLAND COMBINED SCHOOL	Dannhauser Local Municipality	6	PUBLIC WORKS	WATER AND SANITATION	R -	R 54 333,00	R 57 900,30
S.E.VAWDA PRIMARY SCHOOL	Newcastle Local Municipality	25	PUBLIC WORKS	WATER AND SANITATION	R -	R 290 921,00	R 401 823,29
SABELA SENIOR SECONDARY SCHOOL	Newcastle Local Municipality	28	PUBLIC WORKS	WATER AND SANITATION	R -	R 161 790,00	R 174 019,47
SEBENZANI PRIMARY SCHOOL	Newcastle Local Municipality	17	PUBLIC WORKS	WATER AND SANITATION	R -	R 300 481,00	R 298 248,59
SEBENZANI PRIMARY SCHOOL	Newcastle Local Municipality	17	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 363 081,00	R 486 047,77

SEBENZILE PRIMARY SCHOOL	Ndwedwe Local Municipality	13	COEGA	REPLACEMENT SCHOOL	R -	R 1 993 584,00	R 2 506 416,00
SESIYABONGA HIGH SCHOOL	Newcastle Local Municipality	17	PUBLIC WORKS	WATER AND SANITATION	R -	R 386 420,00	R 346 402,63
SHEPSTONE LAKE PRIMARY SCHOOL	Dannhauser Local Municipality	5	COEGA	REPLACEMENT SCHOOL	R -	R 1 941 648,00	R 1 592 151,20
SINQOBILE COMBINED SCHOOL	Dannhauser Local Municipality	1	IDT	STORM DAMAGE PROGRAMME	R 14 202,00	R-	R -
SIPHUMELELE PRIMARY SCHOOL	Newcastle Local Municipality	18	PUBLIC WORKS	WATER AND SANITATION	R -	R 214 346,00	R 334 951,67
SIPHUMELELE PRIMARY SCHOOL	Newcastle Local Municipality	18	COEGA	REPLACEMENT SCHOOL	R -	R 1 922 529,00	R 2 222 196,00
SIPHUTHANDO PUBLIC COMBINED SCHOOL	Dannhauser Local Municipality	2	PUBLIC WORKS	WATER AND SANITATION	R -	R 126 318,00	R 377 449,83
SISIZAKELE PRIMARY SCHOOL	Newcastle Local Municipality	18	DBSA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 154 161,00	R 90 831,79
SITHOBELUMTHETHO SENIOR PRIMARY SCHOOL	Newcastle Local Municipality	29	IDT	UPGRADES AND ADDITIONS	R 500 000,00	R-	R -
SIYALUNGELWA SECONDARY SCHOOL	Newcastle Local Municipality	1	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 275 884,00	R 389 994,60
SIYAMUKELA H (COMPLETION CONTRACT)	Newcastle Local Municipality	22	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 1 925 794,00	R 1 093 843,00	R 3 141 946,50
SIYAMUKELA HIGH SCHOOL	Newcastle Local Municipality	22	IDT	STORM DAMAGE PROGRAMME	R -	R 412 162,00	R 811 528,00
SIYATHUTHUKA PRIMARY SCHOOL	Newcastle Local Municipality	6	DBSA	UPGRADES AND ADDITIONS	R -	R 526 987,00	R 1 586 673,68
SIYATHUTHUKA PRIMARY SCHOOL	Newcastle Local Municipality	6	KZNDOE	upgRADES AND ADDITIONS	R -	R-	R 458 495,00

SIZAKANCANE PRIMARY SCHOOL	Newcastle Local Municipality	16	PUBLIC WORKS	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R 396 336,80	R-	R -
SIZAMOKUHLE PRIMARY SCHOOL	Newcastle Local Municipality	12	PUBLIC WORKS	WATER AND SANITATION	R -	R 322 733,00	R 365 715,53
SIZAMOKUHLE PRIMARY SCHOOL	Newcastle Local Municipality	12	DBSA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 259 571,00	R 407 061,80
SIZIMELE SECONDARY SCHOOL	Dannhauser Local Municipality	11	COEGA	UPGRADES AND ADDITIONS	R -	R 366 400,00	R 422 232,00
SOSINDA PRIMARY SCHOOL	Dannhauser Local Municipality	9	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 322 776,00	R 425 736,62
ST LEWIS BERTRAND'S SECONDARY SCHOOL	Newcastle Local Municipality	18	PUBLIC WORKS	STORM DAMAGE PROGRAMME	R 656 592,44	R 1 024 295,00	R 658 611,10
ST LEWIS BETRANDS SECONDARY SCHOOL	Newcastle Local Municipality	18	IDT	STORM DAMAGE PROGRAMME	R -	R 458 484,00	R 921 528,00
ST OSWOLD SECONDARY SCHOOL	Newcastle Local Municipality	25	COEGA	RENOVATIONS, REHABILITATION OR REFURBISHMENTS	R -	R 14 516 543,00	R 1 292 207,07
THEMBINKOSI PRIMARY SCHOOL	Newcastle Local Municipality	9	COEGA	NEW SCHOOL	R 6 296 897,00	R 2 400 197,00	R -
THIYASIZWE PRIMARY SCHOOL	Newcastle Local Municipality	30	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 288 247,00	R 491 582,99
THOBANI PRIMARY SCHOOL	Newcastle Local Municipality	28	IDT	STORM DAMAGE PROGRAMME	R -	R 537 583,00	R 431 437,00
UMZILA PS	Dannhauser Local Municipality	8	PUBLIC WORKS	UPGRADES AND ADDITIONS	R -	R 317 018,00	R 350 450,20
UMZILIKAZI SECONDARY SCHOOL	Emadlangeni Local Municipality	3	IDT	UPGRADES AND ADDITIONS	R -		R 499 978,00

UTRECHT PRIMARY SCHOOL	Emadlangeni Local Municipality	2	IDT	UPGRADES AND ADDITIONS	R -	R 1 572 193,00	R 2 631 880,00
UTRECHT PRIMARY SCHOOL	Emadlangeni Local Municipality	5	PUBLIC WORKS	STORM DAMAGE PROGRAMME	R -	R 1 085 845,00	R 2 616 541,04
UTRECHT PRIMARY SCHOOL	Emadlangeni Local Municipality	5	COEGA	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R -	R 393 258,00	R 306 617,97
VULINDLELA P	Newcastle Local Municipality	32	IDT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 385 487,14	R-	R -
VUMANISABELO SPECIAL SCHOOL	Newcastle Local Municipality	17	IDT	STORM DAMAGE PROGRAMME	R -	R 537 583,00	R 741 528,00
VUMELANI JUNIOR PRIMARY SCHOOL	Newcastle Local Municipality	22	PUBLIC WORKS	WATER AND SANITATION	R -	R 365 926,00	R 554 882,55
VUMELANI P	Newcastle Local Municipality	22	IDT	EARLY CHILDHOOD DEVELOPMENT (GRADE R)	R 385 487,14	R-	R -
WAAIHOEK PRIMARY SCHOOL	Emadlangeni Local Municipality	6	IDT	STORM DAMAGE PROGRAMME	R -	R 537 583,00	R 741 528,00
XOLANI HIGH CHOOL	Newcastle Local Municipality	13	COEGA	STORM DAMAGE PROGRAMME	R 1 576 972,00	R 757 227,00	R 841 528,00
YWCA LSEN SCHOOL	Newcastle Local Municipality	28	COEGA	LEARNERS WITH SPECIAL EDUCATIONAL NEEDS	R 121 419,00	R 2 400 197,00	R -
ZABALAZA COMBINED SCHOOL	Newcastle Local Municipality	24	PUBLIC WORKS	WATER AND SANITATION	R -	R 486 182,00	R 445 689,12
ZAMA HIGH SCHOOL	Newcastle Local Municipality	8	KZNDOE	upgRADES AND ADDITIONS	R -	R-	R 458 495,00
ZAMA SECONDARY SCHOOL	Newcastle Local Municipality	8	IDT	UPGRADES AND ADDITIONS	R -	R 2 312 542,00	R 3 372 229,30

UMZILIKAZI SECONDARY SCHOOL	Emadlangeni Local Municipality	3	IDT	STORM DAMAGE PROGRAMME	R -	R 537 583,00	R 741 528,00
MBUSO KUBHEKA ICT SCHOOL (AMAJUBA SCHOOL OF ENGINEERING AND TECHNOLOGY)	Newcastle Local Municipality	26	DBSA	UPGRADE AND ADDITINS (FOCUS SCHOOL)	R 13 258 140,00	R 729 849,00	R 423 495,00
MKHULUNYELWA PRIMARY SCHOOL PHASE 2	Alfred Duma Local Municipality	36	DBSA	WATER AND SANITATION	R 383 272,27	R 208 277,00	R -

Department of Transport Projects 2025/26

Table: 208: DOT projects 2024/25- 2027/28

Local Municipality	SPECIFIC LOCATION	GPS COORDINATES	2025/26 Tabled Budget Allocation	2026/27 Tabled Budget Allocation	2027/28 Tabled Budget Allocation
District wide			R 22 000 000,00	R 0,00	R 0,00
District wide			R 21 110 701,94	R 32 687 171,31	R 37 272 361,93
District wide			R 19 321 871,01	R 19 515 089,72	R 19 710 240,62
KZN252_Newcastle	Empondo	29.902646 -27.861143 Decimal Degrees	R 500 000,00	R 31 545 879,30	R 830 456,75
KZN252_Newcastle	N11 at Neewcastle to Utrecth	30.161796 -27.653068 Decimal Degrees	R 0,00	R 0,00	R 82 296 680,26
KZN252_Newcastle	N11 near Newcastle to Utrecht	30.142348 -27.653877 Decimal Degrees	R 0,00	R 500 000,00	R 27 374 166,17
KZN252_Newcastle	Masondeli	30.080783 -27.736325 Decimal Degrees	R 17 214 663,04	R 500 000,00	R 0,00

KZN252_Newcastle	Claremont - Osizweni	30.136228 -27.726948 Decimal Degrees	R 53 731 329,71	R 25 000 000,00	R 1 921 500,00
KZN252_Newcastle			R 5 228 590,35	R 11 504 154,64	R 17 389 628,15
KZN252_Newcastle			R 6 315 428,49	R 1 706 260,29	R 2 201 640,34
KZN252_Newcastle			R 5 240 404,99	R 7 157 424,44	R 8 304 744,37
KZN252_Newcastle			R 0,00	R 602 216,33	R 709 023,02
KZN252_Newcastle			R 1 592 150,35	R 1 204 432,67	R 1 418 046,05
KZN252_Newcastle			R 17 540 564,80	R 10 110 180,14	R 7 631 712,65
KZN252_Newcastle			R 5 403 035,07	R 3 865 975,73	R 3 865 975,73
KZN252_Newcastle			R 1 102 648,68	R 3 268 010,27	R 3 381 598,11
KZN253_Emadlangeni	Utrecht	30.332611 -27.657839 Decimal Degrees	R 22 958 465,90	R 19 400 000,00	R 600 000,00
KZN253_Emadlangeni	Utrecht to Blood River	30.394861 -27.774411 Decimal Degrees	R 0,00	R 0,00	R 66 418 754,00
KZN253_Emadlangeni	Utrecth to Blood River	30.390060 -27.771422 Decimal Degrees	R 0,00	R 1 000 000,00	R 2 824 290,99
KZN253_Emadlangeni	Utrecth	30.330371 -27.658397 Decimal Degrees	R 1 200 000,00	R 200 000,00	R 61 479,79
KZN253_Emadlangeni			R 25 292 961,22	R 25 000 382,50	R 29 015 155,31
KZN253_Emadlangeni			R 7 275 146,09	R 2 069 995,60	R 2 201 640,34
KZN253_Emadlangeni			R 10 112 528,87	R 9 598 777,42	R 10 976 925,79
KZN253_Emadlangeni			R 0,00	R 602 216,33	R 709 023,02
KZN253_Emadlangeni			R 17 540 564,80	R 14 533 342,12	R 7 631 712,65
KZN253_Emadlangeni			R 7 282 863,24	R 4 482 921,52	R 4 482 921,52
KZN253_Emadlangeni			R 1 902 648,68	R 1 452 449,01	R 4 038 845,19
KZN254_Dannhauser	Hattingspruit	30.129357 -28.077019 Decimal Degrees	R 18 602 891,74	R 502 283,40	R 0,00
KZN254_Dannhauser	Hattingspruit	30.200582 -28.008420 Decimal Degrees	R 0,00	R 0,00	R 0,00

KZN254_Dannhauser	Milford	30.235512 -27.951110 Decimal Degrees	R 0,00	R 500 000,00	R 1 000 000,00
KZN254_Dannhauser	Nguqunguqu	30.173866 -28.000364 Decimal Degrees	R 500 000,00	R 1 000 000,00	R 7 833 448,11
KZN254_Dannhauser	Nyanyadu to Tayside	30.316736 -28.025002 Decimal Degrees	R 500 000,00	R 1 000 000,00	R 11 106 939,30
KZN254_Dannhauser	Blackbank	30.224860 -27.840824 Decimal Degrees	R 0,00	R 1 000 000,00	R 1 000 000,00
KZN254_Dannhauser			R 19 071 508,43	R 12 848 942,86	R 9 524 280,42
KZN254_Dannhauser			R 3 838 870,42	R 1 091 205,93	R 1 257 692,70
KZN254_Dannhauser			R 6 820 973,44	R 3 417 894,17	R 3 741 053,99
KZN254_Dannhauser			R 0,00	R 0,00	R 0,00
KZN254_Dannhauser			R 1 473 997,04	R 697 253,80	R 419 224,58
KZN254_Dannhauser			R 1 879 828,18	R 1 233 891,59	R 1 233 891,59
KZN254_Dannhauser			R 800 000,00	R 0,00	R 657 247,08

Table: 209: Department of Human Settlements 2025/26

Pipeline Projects Dannhauser 2025/26 Project

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Dannhauser Urban Project	600	2	Serviced sites FLISP Flats	•Municipality submitted IDP extract in July 2024 •Awaiting for Bulk confirmation
2	Skobharien	1800	1	IRDP (Urban)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects.
3	Inkosi Gule Rural	2500	4&6	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
4	KwaMdakane Rural	1800	7	IRDP (Rural)	Consultation meeting between the Dannhauser LM and the Landowners is still in progress.
5	Mbabane Rural	2500	5&12	IRDP (Rural)	Consultation meeting between the Dannhauser LM and landowners still in progress.
6	Nellievalley	1800	11	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
7	Verdriet	2500	3	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects

Pipeline Projects Emadlangeni 2025/26 Project

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Dannhauser Urban Project	600	2	Serviced sites FLISP Flats	•Municipality submitted IDP extract in July 2024 •Awaiting for Bulk confirmation
2	Skobharien	1800	1	IRDP (Urban)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects.
3	Inkosi Gule Rural	2500	4&6	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
4	KwaMdakane Rural	1800	7	IRDP (Rural)	Consultation meeting between the Dannhauser LM and the Landowners is still in progress.
5	Mbabane Rural	2500	5&12	IRDP (Rural)	Consultation meeting between the Dannhauser LM and landowners still in progress.
6	Nellievalley	1800	11	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
7	Verdriet	2500	3	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects

Pipeline Projects Newcastle 2025/26 Project

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Dannhauser Urban Project	600	2	Serviced sites FLISP Flats	•Municipality submitted IDP extract in July 2024 •Awaiting for Bulk confirmation
2	Skobharien	1800	1	IRDP (Urban)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects.
3	Inkosi Gule Rural	2500	4&6	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
4	KwaMdakane Rural	1800	7	IRDP (Rural)	Consultation meeting between the Dannhauser LM and the Landowners is still in progress.
5	Mbabane Rural	2500	5&12	IRDP (Rural)	Consultation meeting between the Dannhauser LM and landowners still in progress.
6	Nellievalley	1800	11	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
7	Verdriet	2500	3	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects

PLANNING IRDP 2025/26 PROJECT

NO.	MUNICIPALITY	HOUSING PROJECT	TYPE	UNITS	STATUS	DRAFT BUDGET25/26
1.	eMadlangeni	Khayalethu Housing Project	Urban	150	Planning studies underway – 10%	R750 000,00
2.		Erf 739 Service Site	Urban	300	Planning studies underway – 30%	R1 383 250,00
3.		Groenvlei AgrI-village	Agri-village	250	Planning studies underway – 10%	R1 330 187,50
4.	Newcastle	Boschhoek	Urban	2370	Planning studies underway – 60%	R8 427 021,00
5.		Normandien	Rural/Farm dwellers	300	Planning studies underway – 10%	R733 638,00
		JBC Beneficiary administration	Title Deeds	500	Project has not commenced	R492 805,00
Total						R 13 116 901,50

PLANNING UISP

NO.	MUNICIPALITY	PROJECT	TYPE	UNITS	STATUS	DRAFT BUDGET 25/26
1.	eMadlangeni	Balgray Housing Project	Informal Settlement Upgrade	300	Planning studies underway – 40%	R 974 334,00

2.	Newcastle	Soulcity/Stamford Hill Housing Project Phase 1	Informal Settlement Upgrade	820	Planning studies underway – 50% SPLUMA Application has been submitted to Municipality	R540 951,49
4.		Soulcity/Stamford Hill Housing Project Phase 2	Informal Settlement Upgrade	1500	Planning studies underway – 15%	R6 909 600,00
3.	Dannhauser	Stenn Drive Inn	Informal Settlement Upgrade	208	Planning studies underway – 0%	R659 600,00
Total						R9 084 485,49

BULKS PROJECTS

NO.	MUNICIPALITY	PROJECT	TYPE	UNITS	STATUS	DRAFT BUDGET 25/26
1. **1,**	Newcastle	JBC Phase 2 and 3	Bulks	8985	-Sewer Reticulation: 0% -Roads Surfacing : 82% -Piped Stormwater : 86% -Overall: 56%	R2 000 000,00
2.		Drycut	Bulks	1000	Project has not commenced	R22 500 000,00
3.		Vezokuhle	Bulks	807	Project has not commenced	R20 179 632,50

4.	Dannhauser	Dannhauser	Bulk	1000	-Road Layer :100% -Stormwater :95% -Asphalting :95% -V- Drains : 90% -Overall : 95 %	R1 370 722,00
Total						R46 050 354,50

Bulks Projects

NO.	MUNICIPALITY	PROJECT	TYPE	UNITS	Status	DRAFT 25/26
1.	Newcastle	JBC Phase 2 and 3	Urban	5101	Water: 97% Sewer: 83% Roads: 91% Stormwater : 67% Overall: 84%	R8 320 000,5
2.		JBC Phase 2 and 3	Urban	3884	Water: 77% Sewer: 75% Roads: 50% Stormwater : 56% Overall: 62%	R 8 320 000,5
3,		KwaMathukuza	Urban	221	Water: 56% Sewer: 56% Roads: 56% Stormwater : 0%	R2 052 276,00

					Overall: 42%%	
Total						R18 692 277,00

CONSTRUCTION OF TOP- STRUCTURE

1.	**EMADLANGENI**	**Goedehoop - Phase 1**	**Urban**	**596**	**•Registration of title deeds.**	**R54 000,00**
2.		Dannhauser - Phase 1	Urban	1000	•Construction of Top Structure underway •35 Units Completed	R23 235 000,00
3.		Philip	Rural	1800	•Construction of Top Structure underway •300 Units Completed	R17 255 000,00
4.		Mafahlawane and Nkanini	Rural	1800	•Construction of Top Structure underway •242 Units Completed	R18 000 000,00
5.	DANNHAUSER	Buhlebomzinyathi Rural HP	Rural	2500	•Construction of Top Structure underway •1000 Units Completed	R18 270 000,00
6.		JBC Phase 1	Urban	2518	•Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R14 100 000,00
7.		Charlestown Housing Project	Urban	1200	•Construction of Top Structure underway •300 Units Completed	R650 000,00
8.	NEWCASTLE	Fairleigh /siyahlala-la	Urban	1205	•Construction of Top Structure underway •956 Units Completed	R8 578 200,00

9.		Khathide Phase 2	Rural	220	•Construction of Top Structure underway •214 units completed	R200 000,00
10.		Emawozeni- Phase 1	Rectification - Urban	55	•Construction of Top Structure underway •0 Units Completed	R13 500,00
11.		Striijbank - Phase 1	Urban	247	•Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R8 010 167,00
12		H-39	Urban	923	•Construction of Top Structure underway •113 Units Completed	R7 586 000,00
13.		Removal of Asbestos	Urban	700	•Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R7 205 200
Total						R124 557 667,00

DISASTER PROJECTS

Service Provider	Total No. Of Units allocated	Slabs	Wall Plates	Roofs	Completions	Budget 24/25
Akwande Civils - Amajuba 2019 Disaster	130	124	120	115	93	R 26 967 690,10

Makhaotse - Amajuba 2019 Disater	90	59	46	40	10	R 20 212 755,30
Makhaotse	70	0	0	0	0	
TOTAL	290	183	166	155	103	R 47 180 445,40

Department of Health Projects 2024/2025 – 2025/26

District Municipality	Municipality Name	Project Name	Milestone Reached	Total Project Cost	Budget 2023/2024	Estimated Construction Start Date	Estimated Construction End Date
Amajuba (DC25)	Newcastle (KZN252)	**Newcastle Hospital -Package D-CCTV cameras and access control, heat pumps, fire detection**	Construction 1% - 25%	R194,034,844	R27,300,000	03/10/2022	31/08/2024
Amajuba (DC25)	Newcastle (KZN252)	**Newcastle Hospital Package E -Upgrade to Bulk Sewer, Stormwater, Hot and Cold-water reticulation**	Tender	R57,000,000	R10,512,196	09/02/2023	30/09/2024
Amajuba (DC25)	Newcastle (KZN252)	**Madadeni Hospital - New Psychiatric Hospital**	Pre-feasibility	R1,000,000,000	R0	01/09/2023	31/12/2026
Amajuba (DC25)	Newcastle (KZN252)	**Madadeni Hospital: Upgrades to the Student Accommodation**	Tender	R67,461,225	R25,000,000	30/11/2022	30/04/2024

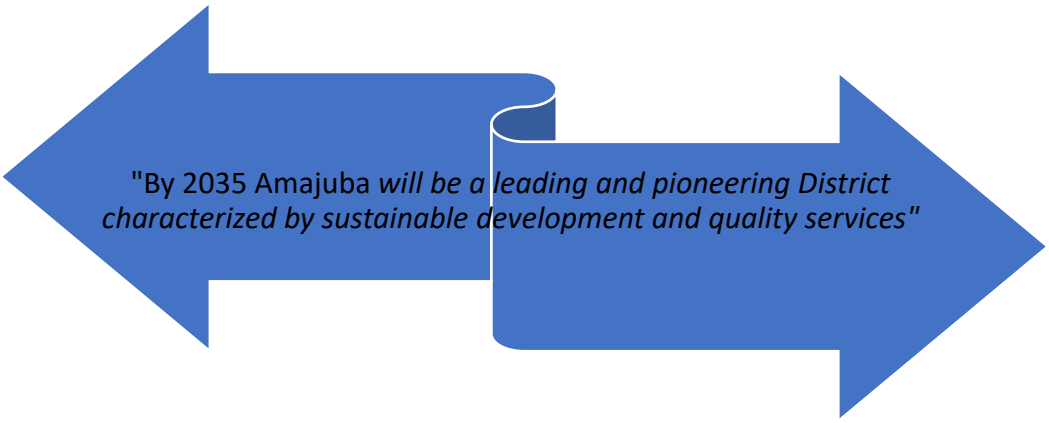
Amajuba (DC25)	Emadlangeni (KZN253)	**Niemeyer Hospital - New staff accommodation**	Pre-feasibility	R37,000,000	R500,000	30/01/2025	31/03/2026
Amajuba (DC25)	Dannhauser (KZN254)	**Dannhauser CHC - Structural Repairs**	Construction Started	R32,241,307	R28,616,539	01/07/2022	30/06/2023

D MUNICIPAL VALUES, MISSION AND OBJECTIVES

Amajuba District Municipality vision provides insight on what the municipality aims to achieve in terms of its medium- and long-term developmental goals.

1.1 THE VISION

The vision of the municipality is as follows:



1.2 MISSION OF THE ADM:

The Amajuba District Municipality will champion in good governance through:

Effective public participation
Vibrant local economic development - Integrated Service Delivery
Intergovernmental relations

1.3 VALUES OF THE ADM

The following values to be followed by the organisation were identified:

Integrity
Responsiveness
Accountability
Commitment
Effectiveness

1.4 OBJECTIVES

We will empower people through skills development, bursaries, resources, and training, to create self-help and self-reliance, with a special focus on supporting people with disabilities, youth, and women-led projects. We will prioritize South Africans for job and trade opportunities where we govern.
We will create food security by supporting subsistence farmers, developing cooperatives, and assisting emerging farmers, in particular women and youth-led projects. We will prioritize the rights and needs of farm workers and support the sustainable use of land.
We will partner with traditional leaders by recognizing just how vital traditional leaders are and how important it is to support and resource Amakhosi, so that they can execute their functions of ensuring that communities' needs are met and that everyone is treated with dignity and respect.

We will make communities safer we fight the scourge of GBV by strengthening law enforcement to protect the vulnerable. We will employ social workers, improve access to safe houses, treatment centres and drug rehabilitation programmes. We will invest in well-resourced community policing forums and additional law enforcement units to boost capacity to root out all forms of lawlessness, such as cross-border crimes, gangsterism, syndicates and trafficking. Further, we will prioritize documenting undocumented persons.

We look after your health by prioritizing well-equipped and professionally staffed clinics that are accessible to all.

Our next mission is creating free public wi-fi hubs, to get everyone connected.

We will build the next generation prioritizing Early Childhood Development (ECD) Centres and sports fields to give youth real hope for the future. We continue to provide bursaries to poor learners, and we prioritize.

1.5 Municipal Priorities and Challenges

1.5.1 Priorities

Priorities of the ADM are embedded strongly in the provision of water and sanitation as it is a Water Service Authority for Emadlangeni and Dannhauser Local Municipality respectively. The municipality is also vested in the programmes aimed at upliftment of the communities within the jurisdiction of the ADM in partnership with sector departments.

The main function of the ADM to the community is embedded in the roles and responsibilities outlined for a WSA Municipality and Disaster Management requirements as per legislation. Hence the main priorities are in respect to Disaster Management, Environmental Management water and sanitation:

Provision of bulk quality water

Provision of dignified and environmentally adequate sanitation services

Provision of support services for Disaster Management to LMs

Community engagement and service satisfaction

Monitoring environmental health hazards

Environmental Management

Air Quality Management and Monitoring

Below is a table that outlines high level priorities of the ADM per KPA:

Table: 210 Municipal Priorities

KEY PRIORITIES	
Municipal Transformation and Institutional Development	Municipal planning Skills development Clean Audit Risk and fraud reduction
Basic Service Delivery	Integrated Service Delivery Provision of quality water and sanitation
Local Economic Development	Economic Development
Financial Viability and Management	Clean Audit Revenue enhancement Risk and fraud reduction
Good Governance and Public Participation	Institutional governance Public participation Social facilitation and development Clean Audit
Cross-Cutting issues	Spatial management and equity Disaster management Environmental management Air quality management Cimate Change

1.5.2 KEY CHALLENGES

In view of the changing environment (social and economic) it's important that family of municipalities conduct an evaluation on its challenges in order to plan effectively. The challenges identified below can be a result of both internal and external factors. The key challenges below have been categorised per Key Performance Area:

Table: 211 Summary of Key Challenges

KEY CHALLENGES	
Municipal Transformation and Institutional Development	Budget constraints for skills development Retention of employees with scarce skills Retention of institutional skills Filling of vacant positions Institutional procedures and systems ICT Infrastructure
Basic Service Delivery	Replacement of ageing infrastructure Maintenance of infrastructure Water conservation and water loss management Institutional procedures and systems Addressing service backlogs (NDH and ELM) Disbanding of uThukela Water Limited human resources
Local Economic Development	High levels of unemployment Low investor moral Decline of GVA in key economic sectors Labour policies regulating wage resulting in retrenchment Regulation of informal market Limited financial resources Support for SMME and Cooperatives
Financial Viability and Management	No income generated from serviced rural areas Low billing Dependence on grant funding High indigent ratio Inherited loans

	Achieving Clean Audit
Good Governance and Public Participation	IGR Structures not fully functional Achieving Clean Audit Cooperation within the family of municipalities Cooperation with sector departments Socio-political factors Outdated sector plans
Cross-Cutting issues	Capacity constraints within the Environmental unit Enforcement of environmental policies and bylaws Poor understanding on land use and management Climate change Limited resources for Disaster Management Outdated and non-existence plans Waste Management SPLUMA Compliance Shared services

1.5.3 Strategies to Resolving Key Challenges and Identifying Priorities

In identifying key challenges faced by the municipality it is important to also identify actions that can assist the municipality in resolving its challenges. Below are strategies that will be used in addressing key challenges:

I. Municipal Transformation and Institutional Development

The municipality is committed to providing quality services for all its clients, hence the municipality will continuously source funding aimed at improving skills of its staff members;

The Municipality will continuously improve on policies and strategies in the retention of staff, upgrading of systems and adhere to all Human Resource legislation applicable.

II. Basic Service Delivery

As a WSA for the Utrecht and Dannhauser areas, the municipality is committed to providing quality services as such, the municipality will continue working with the Department of Water Affairs in fulfilling its mandate in the provision of basic services (Water and Sanitation) in line with applicable legislation;

The municipality will continue to implement its WSDP.

III. Local Economic Development

As a sphere of government, it is a role of the ADM family of municipality to create an enabling environment for job creation, as such the municipality will maintain its role in bridging the gap between the community and key stakeholders;

The family of municipalities will continue to facilitate and co-ordinate programmes with key stakeholders to meet the needs of the people;

The family of municipalities will continuously provide guidance and support for SMMEs, cooperatives and other emerging entrepreneurs;

The family of municipalities will review its strategies and policies to respond to the needs of the community in line with legislative requirements and source necessary funds to support projects and programmes.

The family of municipalities is committed in maximising potential of identified Spatial Development Zones, Industrial Development Zones, manufacturing and agriculture.

IV. Financial Viability and Management

The ADM will ensure that it generates revenue through the implementation of its policies and regulate expenditure through cost curtailment measures.

The ADM will regulate spending through applicable legislation and policies to ensure that funds are managed and utilized in a transparent manner.

V. Good Governance and Public Participation

The municipality will continue engaging the community as set out in the MSA 32 of 2000 Chapter 4;

The municipality will conduct its affairs in a transparent manner by using public resources responsibly and remaining accountable to the community it serves;

The Municipality will continuously strive to improve it IGR structures by communicating with all stakeholders.

VI. Cross-Cutting Issues

The municipality will continue to educate its communities around issues spatial and environmental issues specifically on land use and climate change;

1.5.4 Summary of Development Strategic Objectives and Goals

The development strategy objectives identified are to assist where adopted at the Strategic Session and adopted by the Council to realise its vision and mission.

Table: 212 Summary Of Strategic Objectives

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVES	GOALS
Basic Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Provision of quality services for all residents of ADM
Municipal Financial Viability and Management	To achieve effective financial management.	To achieve Clean Audit
Local Economic Development	To facilitate, encourage and support the development of an enabling environment for LED.	Robust economic growth that increases employment opportunities
Municipal Institutional Transformation and Development	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Skilled and competent staff
Good Governance and Public Participation	To ensure social cohesion and development within Amajuba district. To promote public participation through stakeholder mobilization.	Sound administrative and political governance Participatory development through community consultation
Cross Cutting - Spatial Planning and Environmental Management and Disaster Management	To facilitate and encourage Land Use Management and geographic information systems. To promote the development of a safe and healthy environment in line with the applicable legislation.	Sustainable spatial development Clean and safe communities

Below is linkage of District KPAs and Priorities to the PGDS with reference to the table above on objectives. This alignment is further cascaded onto the SDBIP even though the DGDP goals are not highlighted.

Table: 213: District KPAs

Table: 214 District KPAs

Provincial Growth and Development Plan	District Growth and Development Plan	District Priorities	Key Performance Areas
Inclusive Economic Growth	Inclusive Economic Growth	Economic Development	Local Economic Development
Strategic Infrastructure	Strategic Infrastructure	Integrated Service Delivery	Infrastructure Development and Basic Service Delivery
Environmental Sustainability	Environmental Sustainability	Environmental Management	Spatial Planning, Environment and Disaster Management
Spatial Equity	Spatial Equity	Municipal Spatial Planning	Spatial Planning, Environment and Disaster Management
Human Resource Development	Human Resource Development	Social Facilitation and Development	Municipal Institutional Development and Transformation
Human and Community Development	Human and Community Development	Social Facilitation and Development	Good Governance and Public participation
Governance and Policy	Governance and Policy	Institutional Governance	Municipal Financial Viability and Management

1.6 MUNICIPAL OBJECTIVES AND STRATEGIES

Table 24 Municipal Strategies

NATIONAL KPA	NATIONAL PRIORITIES (NDP)	PROVINCIAL PRIORITIES (PGDS)	DISTRICT PRIORITY	STRATEGIC OBJECTIVES	STRATEGY	B2B	GOALS
Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Integrated Management Reporting	Pillar 5: Building Capacity- focuses on strengthening the workforce and enhancing institutional capabilities to ensure effective and sustainable service delivery	Skilled and competent staff
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the municipality within the budgetary and policy frameworks of the municipality	Pillar 4: at ensures sound budgeting, accurate financial reporting, rigorous internal controls, and legal compliance	To achieve Clean Audit
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Full Compliance with Chapter 11 of the MFMA (SCM)	Pillar 4: effective, transparent, and accountable financial management practices	To achieve Clean Audit

Good Governance and Public Participation	Inclusive planning	Governance and Policy	Municipal Planning	To promote public participation through stakeholder mobilization.	Review process of Budget and Budget related policies	Pillar 1: Put the people and their concerns first and to ensure constant contact with communities through effective public participation platforms. & Pillar 3 Good Governance: Be well governed and demonstrate good governance and administration by cutting wastage, spending public monies prudently, hiring competent staff, ensuring transparency and accountability.	Sound administrative and political governance Participatory development through community consultation
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Municipal asset management	Pillar 4: Sound financial management acquired, maintained, utilized, safeguarded	To achieve Clean Audit
Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Pillar 5: Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.	Skilled and competent staff

Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Ensure that the municipality's financial management is based on accounting information that is correct, accurate and useful.	Pillar 5: Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.	Skilled and competent staff
Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Ensure application of GRAP to achieve results in financial statements that convey what is generally understood as a fair presentation of such information. (paragraph 63 of the Framework for the Preparation and Presentation of Annual Financial Statements).	Pillar 5: Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.	Skilled and competent staff
Municipal Institutional Development and Transformation	Expa1nd infrastructure	Strategic Infrastructure	Integrated Service Delivery	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	To use Information Technology to support the municipality in achieving its goals and objectives.	Pillar 5: Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.	Skilled and competent staff
Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Implementation of the strategic thrusts contained in the LED Strategy	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Robust economic growth that increases employment opportunities

Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED.	Alignment of tourism development with LED aimed at enhancing economic development.	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Robust economic growth that increases employment opportunities
Good Governance and Public Participation	Inclusive planning	Governance and Policy	Integrated Service Delivery	To ensure social cohesion and development within Amajuba district.	Governance, Policy and Municipal Planning	Pillar 3: Be well governed and demonstrate good governance and administration by cutting wastage, spending public monies prudently, hiring competent staff, ensuring transparency and accountability.	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Governance, Policy and Municipal Planning	Pillar 3: Be well governed and demonstrate good governance and administration by cutting wastage, spending public monies prudently, hiring competent staff, ensuring transparency and accountability.	Sound administrative and political governance Participatory development through community consultation

Cross cutting Issue/ Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate and encourage Land Use Management and geographic information systems.	Development of a Spatial Development Framework guiding Land Use Management.	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sustainable spatial development Clean and safe communities
Cross cutting Issue/ Spatial Planning and Environmental Management	Inclusive planning	Spatial Equity	Municipal Planning	To facilitate and encourage Land Use Management and geographic information systems.	Production & maintenance of reliable spatial information utilizing Geographic Information Systems.	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sustainable spatial development Clean and safe communities
Cross cutting Issue/ Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with the applicable legislation	Enforce prescribed Environmental Management legislation	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sustainable spatial development Clean and safe communities
Cross Cutting/ Spatial Planning and Environmental Management	Use resources properly (Low-Carbon Energy)	Respond to Climate change	Environmental Management	To promote the development of a safe and healthy environment in line with applicable legislation.	Enforce Environmental Management and Air quality legislation	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sustainable spatial development Clean and safe communities
Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Pillar 5: Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.	Skilled and competent staff

Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality	Pillar 4: at ensures sound budgeting, accurate financial reporting, rigorous internal controls, and legal compliance	To achieve Clean Audit
Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Functionality of District Disaster Management Centre	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Provision of quality services for all residents of ADM
Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Establish and maintain a fully functional disaster management services	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Provision of quality services for all residents of ADM
Good Governance and Public Participation	Quality health care	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the implementation of the HIV & AIDS plan	Pillar 1: Put the people and their concerns first and to ensure constant contact with communities through effective public participation platforms. &Pillar 3 Good Governance: Be well governed and demonstrate good governance and	Sound administrative and political governance Participatory development through community consultation

Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate programs that promote the rights of women, senior citizens, children and the disabled	administration by cutting wastage, spending public monies prudently, hiring competent staff, ensuring transparency and accountability.	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate arts and culture activities /programs in the Amajuba District		Sound administrative and political governance Participatory development through community consultation
Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED.	Create an enabling environment for job creation	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Robust economic growth that increases employment opportunities
Basic Service Delivery	Quality health care	Governance and Policy	Environmental management	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Enforce and implement MHS policies and regulations	Pillar 2 : Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Provision of quality services for all residents of ADM

Good Governance and Public Participation	Build a capable state	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district.	Monitor the functionality of the Thusong Service Centre	Pillar 5: Building Capacity- focuses on strengthening the workforce and enhancing institutional capabilities to ensure effective and sustainable service delivery	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Unite the nation	Human and Community Development	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district	Facilitate the promotion of sport codes in identified areas and youth empowerment programs	Pillar 1: Basic Service delivery and improve decent living and promote public participation	Sound administrative and political governance Participatory development through community consultation
Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Implementation of appropriate municipal governance and administration processes & systems and functionality thereof.	Pillar 5: Building Capacity- focuses on strengthening the workforce and enhancing institutional capabilities to ensure effective and sustainable service delivery	Skilled and competent staff

Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Pillar 5: Building Capacity- focuses on strengthening the workforce and enhancing institutional capabilities to ensure effective and sustainable service delivery	Skilled and competent staff
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the organization within the budgetary and policy frameworks of the municipality	Pillar 4: Sound financial management acquired, maintained, utilized, safeguarded	To achieve Clean Audit
Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of ExCo Agendas	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Legal Support Services to protect organizational interest	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sound administrative and political governance Participatory development through

							community consultation
Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Ensure preparation and timeous circulation of Council Agenda	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Sound administrative and political governance Participatory development through community consultation
Municipal Institutional Development and Transformation	Quality education	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Adequate Human Capital	Pillar 4: Sound financial management acquired, utilized, safeguarded	Skilled and competent staff
Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Address skills and capacity building issues that affect development and functioning of the municipality	Pillar 4: Sound financial management acquired, maintained, utilized, safeguarded	Skilled and competent staff

Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Compliance with Legislation and Proper Implementation of Policies and Procedures	Pillar 4: Sound financial management acquired, contained, utilized, safeguarded	Skilled and competent staff
Municipal Institutional Development and Transformation	Inclusive planning	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Provision of Effective Industrial Relations	Pillar 4: Sound financial management acquired, printained, utilized, safeguarded	Skilled and competent staff
Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Improve the Functionality of IGR for Amajuba District Family of Municipalities	Pillar 1: Basic Service delivery and improve decent living.	Sound administrative and political governance Participatory development through community consultation
Municipal Institutional Development and Transformation	Build a capable state	Human Resource Development	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organized local government guidelines	Manage Time & Attendance of Staff for Value for Money	Pillar 4: Sound financial management acquired, maintained, utilized, safeguarded	Skilled and competent staff

Good Governance and Public Participation	Inclusive planning	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Provision of Council Property Maintenance	Pillar 3: Strengthening the institutional capacity and governance systems of the municipality to ensure efficient service delivery	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Build a capable state	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Ensure Compliance with Health & Safety Standards	Pillar 3: Strengthening the institutional capacity and governance systems of the municipality to ensure efficient service delivery	Sound administrative and political governance Participatory development through community consultation
Good Governance and Public Participation	Fight corruption	Governance and Policy	Institutional Governance	To ensure social cohesion and development within Amajuba district.	Ensure Security and Safety of ADM Human Capital and Property	Pillar 3: Strengthening the institutional capacity and governance systems of the municipality to ensure efficient service delivery	Sound administrative and political governance Participatory development through community consultation

Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Municipal Planning	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Undertake developmental business planning and streamline business processes to meet with all statutory requirements	Pillar 4: Sound financial management acquired, utilized, safeguarded	Skilled and competent staff
Municipal Institutional Development and Transformation	Fight corruption	Governance and Policy	Institutional Governance	To achieve sound governance, management, administration and equity within Amajuba district in line with organised local government guidelines.	Review bylaws in line with legislative requirements	Pillar 3: Compliance with legislation and bylaws	Skilled and competent staff
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	To actively source and secure alternative funding for IDP projects	Pillar 4: Sound financial management acquired, contained, utilized, safeguarded	To achieve Clean Audit
Municipal Financial Viability and Management	Fight corruption	Governance and Policy	Institutional Governance	To achieve effective financial management.	Manage the department within the budgetary and policy frameworks of the municipality	Pillar 4: Sound financial management acquired, maintained, utilized, safeguarded	To achieve Clean Audit
Good Governance and Public Participation	Inclusive planning	Spatial Equity	Social Facilitation and Development	To ensure social cohesion and development within Amajuba district.	To promote public participation through effective consultation	Pillar2: Basic Service Delivery planned projects and improving consultation with community.	Sound administrative and political governance Participatory development through community consultation

Local Economic Development	Create Jobs	Job Creation	Economic Development	To facilitate, encourage and support the development of an enabling environment for LED.	Application of labour-intensive methods in construction projects	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Robust economic growth that increases employment opportunities
Basic Service Delivery	Expand infrastructure	Strategic Infrastructure	Integrated Service Delivery	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Implementation of all water and sanitation projects within the available budget	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Provision of quality services for all residents of ADM
Basic Service Delivery	Inclusive planning	Spatial Equity	Municipal Planning	To ensure coordinated infrastructure to access water and sanitation to community members as per acceptable norms and Standards within Amajuba District.	Review of all relevant sector plans	Pillar 2: Create conditions for decent living by consistently delivering municipal services to the right quality and standards.	Provision of quality services for all residents of ADM

E IMPLEMENTATION PLAN

2025/2026 -2020/10

IMPLEMENTATION PLAN										
KPI Code	**Dept Code**	**Responsible Unit**	**Priority Area**	**Strategic Objective**	**Key Challenges**	**Programme / Project Description**		**Output Key Performance Indicator**	**Original Budget 2025/2026**	**Funding Source**
1. Municipal Transformation and Institutional Development (MTID)										
MTID 1.11	**CORPS 1.11**	**Human Resources Management**	Municipal planning	To achieve sound administration, management and governance in line with organised local government guidelines	Insufficient Skills Development and Literacy Improvement	Development and Review of Departmental Policies under	Institutional	Date by which the departmental reviewed existing policies are approved by Council	1.11.1 - 1.11.6 R0	
MTID 1.12	**CORPS 1.12**	**Human Resources Management**	Municipal planning	To achieve sound administration, management and governance in line with organised local government guidelines	Insufficient Skills Development and Literacy Improvement	Implementation of employee Wellness Programmes	Institutional	Number of Employee Wellness Programmes Conducted	1.12.1 - 1.12.2 R 0	

MTID 1.14	**CORPS 1.14**	**Human Resources Management**	Municipal planning	To achieve sound governance, management, administration and equity within Amajuba District in line with organized local government guidelines		Development of Employment Equity Report	Institutional	Date by which an Employment Equity (EE) Report is submitted to the Department of Employment & Labour (DoE&L)	1.14.1 - 1.14.8 R 0	
MTID 1.16	**CORPS 1.16**	**Human Resources Management**	Municipal planning	To achieve sound governance, management, administration and equity within Amajuba District in line with organized local government guidelines	Low Responses to Critical Scarce Skills in Municipal Recruitment	Development Workplace Skills Plan (WSP) and Annual Training Report (ATR)	Institutional	Date by which the Workplace Skills Plan (WSP) and Annual Training Report (ATR) is submitted to LGSETA and then Council for Noting	1.16.1 - 1.16.6 R 0	
MTID 1.17	**CORPS 1.17**	**Human Resources Management**	Municipal Planning	To achieve sound governance, management, administration and equity as per local	Low Responses to Critical Scarce Skills in Municipal Recruitment	Development and signing of performance agreements (PAs) for Section 54A and 56 Managers	Institutional	Date by which the Performance Agreements for Section 54A & 56 Managers are signed,	1.22.1 - 1.22.6 R 0	Own

				government guidelines				submitted to Council and forwarded to MEC for CoGTA		
2. Basic Service Delivery (BSD)										
BSD 2.1	**ENGS 2.1**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within Amajuba district	Water Backlogs Increase Due to Infill Development	Upgrade Emadlangeni Sanitation	Emadlangeni 1, 3, 4, 5 and 6	Number of completed VIP units with GPS Co-ordinates and happy letters	R17 134 133	
BSD 2.2	**ENGS 2.2**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within Amajuba district	Water Backlogs Increase Due to Infill Development	Goedehoop Bulk Water and Sanitation Phase 2	Emadlangeni 2	Percentage implementation of Goedehoop Bulk Water and Sanitation Phase 2	R17 948 929	
BSD 2.3	**ENGS 2.3**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within	Aging Infrastructure	Refurbishment of Utrecht Water Treatment Plant- PHASE 2	Emadlangeni 2	Percentage implementation of Utrecht Water Treatment Plant **Revised:** Removed	R3 927 621	

				Amajuba district				(Engineering services is still awaiting budget approval from funders)		
BSD 2.4	**ENGS 2.4**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within Amajuba district	Water Backlogs Increase Due to Infill Development	Emergency Water Supply to Ramaphosa, Hiltop and Skobhareni- phase 1 of 2	Dannhasuer 2,3	Percentage implementation of Emergency Water Supply to Ramaphosa, Hiltop and Skobhareni	R78 049 219	
BSD 2.5	**ENGS 2.5**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within Amajuba district	Water loss & illegal connections	WC/WDM Programme (Reduction Non-Revenue Water via Reduction of Real Losses)	All wards in Dannhauser & ward 2 in Emadlangeni	Percentage implementation of WC/WDM Programme	R4 431 274	
BSD 2.6	**ENGS 2.6**	**Project Management Unit**	Integrated service delivery	To ensure access to basic water and sanitation to community members within	Water Backlogs Increase Due to Infill Development	Amajuba District Municipality Covid -19 Intervention Project	All wards in Dannhauser & ward 2 in Emadlangeni	Percentage implementaion of COVID 19 Intervention programme	R13 591 886	

				Amajuba district						
BSD 2.7	**ENGS 2.7**	**Project Management Unit**	Spatial management and equity	To facilitate and encourage Land Use Management and geographic information systems		Rural roads asset management system	District-wide	Kilometers of road inspected and assessed	R2 587 000	
BSD 2.8	**ENGS 2.8**	**Project Management Unit**	Spatial management and equity	To facilitate and encourage Land Use Management and geographic information systems		Rural roads asset management system	District-wide	Number of stations where road traffic count is conducted	R0,00	
BSD 2.1	**COMMS 2.1**	**Disaster Management**	Integrated service delivery	To coordinate provision of basic community infrastructure and services as per acceptable norms and standards	Services provided do not generate revenue	Disaster Prevention	All Wards in NDH & Emadlangeni	Number of lightning conductors installed by date	2.1.1 - 2.1.3 R 261 000	

BSD 2.5	**COMMS 2.5**	**Disaster Management**	Integrated service delivery	To coordinate provision of basic community infrastructure and services as per acceptable norms and standards		Disaster Prevention	All Wards in NDH & Emadlangeni	Number of firebreaks conducted	2.5.1 - 2.5.2 R 0 2.5.3 R 104 400 2.5.4 - 2.5.5 R 0	
BSD 2.6	**COMMS 2.6**	**Disaster Management**	Integrated service delivery	To promote the development of a safe and healthy environment in line with applicable legislation	Services provided do not generate revenue	Disaster Relief Intervention	All Wards in NDH & Emadlangeni	Percentage of disaster stricken households assisted with relief and recovery material	2.6.1 - 2.6.4 R 0	
3. Local Economic Development (LED)										
LED 3.2	**PDS 3.2**	**Local Economic Development**	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Increase of high rate of unemployment	Low carbon, resource efficient and socially inclusive economy	All Wards in Newcastle	Number of Green Economy Projects implemented	R500,000.00	OWN

LED 3.3	**PDS 3.3**	**Local Economic Development**	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Increase of high rate of unemployment	Agricultural Development and Diversification	All Wards in Dannhauser, Emadlangeni & Newcastle	Number of Yellow-Maize Production Projects implemented in a given period	R500,000.00	
LED 3.4	**PDS 3.4**	**Local Economic Development**	Economic Development	To facilitate, coordinate, encourage and support the development of an enabling environment for LED and job creation	Increase of high rate of unemployment	Informal Economy Support	All Wards in Dannhauser, Emadlangeni & Newcastle	Number of Informal Traders supported with implements	R400,000.00	OWN
LED 3.7	**PDS 3.7**	**Tourism**	Economic Development	To facilitate, encourage & support the development of an enabling environment for LED; To facilitate strategic relations that will unlock economic opportunities	Lack of Funding and limited access to essential resources.	District Tourism Events	Institutional	Number of tourism events funded and co-ordinated	R450 000	OWN

LED 3.8	**PDS 3.8**	**Tourism**	Economic Development	To facilitate, encourage & support the development of an enabling environment for LED; To facilitate strategic relations that will unlock economic opportunities	Lack of Funding and limited access to essential resources.	Tourism marketing	Institutional	Number of marketing platforms in which Amajuba DM participated	R180 000	OWN
LED 3.1	**ENGS 3.1**	**EPWP Services**	Economic development	To facilitate, encourage and support the development of an enabling environment for LED	Increase of high rate of unemployment	Job creation through the implementation of Environmental /Social and Infrastructure Projects & Expanded Public Works Programme(EPWP Incentive Programme)	All Wards in NDH & Emadlangeni	Number of jobs created through EPWP Grant	R2 070 000	MIG
LED 3.2	**ENGS 3.2**	**EPWP Services**	Economic development	To facilitate, encourage and support the development of an enabling environment for LED	Increase of high rate of unemployment	EPWP worker training and development through the implementation of the Expanded Public Works Programme	All Wards in NDH & Emadlangeni	Number of jobs created through capital projects	R0,00	MIG

LED 3.3	**ENGS 3.3**	**EPWP Services**	Economic development	To facilitate, encourage and support the development of an enabling environment for LED	Increase of high rate of unemployment	EPWP worker training and development through the implementation of the Expanded Public Works Programme	All Wards in NDH & Emadlangeni	Number of EPWP participants trained on MIG and WSIG / Capital Projects	R0,00	MIG/WSIG
4. Municipal Financial Viability and Management (MFVM)										
MFVM 4.3	**FINS 4.3**	**Expenditure Management**	Expenditure Management	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Adequacy of investment in fixed assets (Pg 2 of MFMA Circular 71)	Institutional	Capital Expenditure to Total Expenditure (Norm: 10-20%)	R0,00	OWN
MFVM 4.4	**FINS 4.4**	**Revenue Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local	Increasing Indigent Register	Monitoring of revenue collection	Institutional	Percentage collection rate (Norm: 95%)	R0,00	OWN

				government guidelines						
MFVM 4.5	**FINS 4.5**	**Revenue Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Implementation of Customer-care, Credit Control and Debt Collation Policy	Institutional	Percentage reduction of long outstanding debt: Bad Debts Written-off as % of the Bad Debt Provision (Norm: 100%)	R0,00	OWN
MFVM 4.6	**FINS 4.6**	**Revenue Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Revenue protection and enhancement	Institutional	Revenue Growth (%) : (Norm: rate of CPI)	R0,00	OWN

MFVM 4.7	**FINS 4.7**	**Revenue Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines		Revenue protection and enhancement	Institutional	Percentage Operating Revenue Budget Implementation (Norm: 95%)	R0,00	OWN
MFVM 4.8	**FINS 4.8**	**Revenue Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Increasing Indigent Register	Debtors Management	Institutional	Net Debtors Days (Norm: 30 days)	R0,00	OWN
MFVM 4.9	**FINS 4.9**	**Budget and Reporting**	Revenue enhancement	To achieve sound governance, management, administration and equity within	Debt Recovery and Age Analysis	Liquidity Management	Institutional	Cash/Cost Coverage Ratio (Norm: Range 1 month - 3 months)	R0,00	OWN

				Amajuba District in line with organised local government guidelines						
MFVM 4.10	**FINS 4.10**	**Budget and Reporting**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Liquidity Management	Institutional	Current Ratio (Norm: 1.5 to 2.1)	R0,00	OWN
MFVM 4.11	**FINS 4.11**	**Expenditure Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Payment of creditors	Institutional	Creditors Payment Period (Norm: 30 days)	R0,00	OWN

MFVM 4.12	**FINS 4.12**	**Expenditure Management**	Economic development	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Debt Recovery and Age Analysis	Payment of creditors	Institutional	Percentage of municipal payments made to trade creditors (service providers) who submitted complete forms made within turnaround time of invoice receipt	R0,00	OWN
MFVM 4.13	**FINS 4.13**	**Supply Chain Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Procurement Processes	Compliance monitoring - Finance Department	Institutional	Percentage of Unauthorised, Irregular, Fruitless, & Wasteful Expenditure (Norm: 0%)	R0,00	OWN
MFVM 4.14	**FINS 4.14**	**Expenditure Management**	Revenue enhancement	To achieve sound governance, management, administration and equity within		Remuneration costs monitoring (Pg 17 of MFMA circular 71)	Institutional	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating	R0,00	OWN

				Amajuba District in line with organised local government guidelines				Expenditure) (Norm: 25% to 40%)		
MFVM 4.1	**ENGS 4.1**	**Project Management Unit**	Institutional governance	To achieve effective financial management	Procurement Processes	Percentage of MIG spent	Institutional	Percentage of MIG spent for the period under review	R48 287 000	MIG
MFVM 4.2	**ENGS 4.2**	**Project Management Unit**	Institutional governance	To achieve effective financial management	Procurement Processes	Percentage of WSIG spent	Institutional	Percentage of WSIG spent for the period under review	R100 000 000	MIG
5. Good Governance and Public Participation (GGPP)										
GGPP 5.1	**COMMS 5.1**	**Disaster Management**	Integrated service delivery	To promote the development of a safe and healthy environment in line with applicable legislation	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Disaster Awareness	All Wards in NDH & Emadlangeni	Number of disaster awareness campaigns conducted	5.1.1 R 0 5.1.2 R 383 304,60 5.1.3 - 5.1.5 R 0 5.1.6 R 0	OWN

GGPP 5.2	**COMMS 5.2**	**Disaster Management**	Integrated service delivery	To promote the development of a safe and healthy environment in line with applicable legislation	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Disaster Awareness	All Wards in NDH & Emadlangeni	Number of disaster management capacity building workshops conducted	5.2.1 - 5.2.3 R 383 304,60	OWN
GGPP 5.3	**COMMS 5.3**	**Social Development**	Social cohesion and safer communities	To ensure social cohesion and development within Amajuba district	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of HIV and AIDS Programmes	All wards within the ADM family of municipalities	Number of HIV/AIDS awareness programmes conducted	5.4.1 - 5.4.3 R 104 400 5.4.1 R0	
GGPP 5.4	**COMMS 5.4**	**Social Development**	Social facilitation and development	To ensure social cohesion and development within Amajuba district	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of Social Development Programmes	All wards within the ADM family of municipalities	Number of gender equity programmes conducted	5.5.1 - 5.5.2 R 104 400,00 5.4.3 R 0	OWN
GGPP 5.5	**COMMS 5.5**	**Social Development**	Social facilitation and development	To promote the development of a safe and healthy environment in line with applicable legislation	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of Social Development Programmes	All wards within the ADM family of municipalities	Number of senior citizens programmes conducted	5.5.1 - 5.5.2 R 167 040,00 5.5.3 R 0	

GGPP 5.6	**COMMS 5.6**	**Social Development**	Social facilitation and development	To promote the development of a safe and healthy environment in line with applicable legislation	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of Social Development Programmes	All wards within ADM family of municipalities	Number of programmes for people living with disability conducted	5.6.1 - 5.6.3 R 52 200,00	OWN
GGPP 5.7	**COMMS 5.7**	**Social Development**	Social facilitation and development	To promote the development of a safe and healthy environment in line with applicable legislation	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of Social Development Programmes	All wards within ADM family of municipalities	Number of children rights programmes conducted	5.7.1 - 5.7.4 R 52 200,00	OWN
GGPP 5.8	**COMMS 5.8**	**Social Development**	Social facilitation and development	To ensure social cohesion and development within Amajuba district	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Coordination and Implementation of Youth Development Programmes	Within the ADM Family of Municipalities	Number of youth programmes conducted	5.8.1 - 5.8.4 R 109 620,00 5.8.5 R 0	OWN
GGPP 5.9	**COMMS 5.9**	**Social Development**	Social facilitation and development	To ensure social cohesion and development within Amajuba district	Funding for project implementation & enablers	Coordination and Implementation of Social Development Programmes	Within the ADM Family of Municipalities	Number of sports development programmes conducted	5.9.1 - 5.9.2 R 551 123,05 5.9.3 R 3 132 000,00	OWN

GGPP 5.10	**COMMS 5.10**	**Social Development**	Social facilitation and development	To ensure social cohesion and development within Amajuba district	Funding for project implementation & enablers	Functionality of KwaMdakane Thusong Centre	Institutional	Number of KwaMdakane Thusong Centre marketing and promotional activities coordinated	5.10.1 - 5.10.4 R 59 873,40 5.10.5 R 0	OWN
GGPP 5.8	**FINS 5.8**	**Revenue Management**	Public participation	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local government guidelines	Absence of a Custom Helpdesk System	Customer care	Institutional	% of revenue enhancement initiatives implemented per quarter	R0,00	OWN
GGPP 5.9	**FINS 5.9**	**Budget and Reporting**	Public participation	To achieve sound governance, management, administration and equity within Amajuba District in line with organised local	Absence of a Custom Helpdesk System	Spending on Indigents	Institutional	Percentage of the municipality's operating budget spent on indigent relief for free basic services	R0,00	OWN

				government guidelines						
GGPP 5.10	**FINS 5.10**	**Supply Chain Management**	Institutional governance	To achieve effective financial management	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Reduced number of days to place an order below R30 000	Institutional	Percentage of approved requisitions below R30,000 converted to orders within turnaround time	R0,00	OWN
GGPP 5.11	**FINS 5.11**	**Supply Chain Management**	Institutional governance	To achieve effective financial management	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Reduced number of days for orders between R 30 000 and R 200 000	Institutional	Percentage of approved requisitions above R30,000 and below R200,000 converted to orders within turnaround time	R0,00	OWN
GGPP 5.12	**FINS 5.12**	**Supply Chain Management**	Institutional governance	To achieve effective financial management	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Implementation of SCM Policy	Institutional	Average number of days from the point of advertising to the letter of award per 80/20 procurement process Norm: 90 days		OWN

GGPP 5.1	**ENGS 5.1**	**Water Services**	Institutional governance	To promote public participation through stakeholder mobilization	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Water and Sanitation awareness campaigns	All Wards in NDH & Emadlangeni	Number of water and sanitation awareness campaigns conducted	R15 660	OWN
GGPP 5.2	**ENGS 5.2**	**Water Services**	Institutional governance	To promote public participation through stakeholder mobilization	Absence of a Custom Helpdesk System	Customer Care Management	Institutional	Number of customer care satisfaction surveys conducted by date	R0,00	OWN
GGPP 5.3	**ENGS 5.3**	**Water Services**	Institutional governance	To promote public participation through stakeholder mobilization	Absence of a Custom Helpdesk System	Customer Care Management	Institutional	Percentage of complaints received and responded within turn around-time	R0,00	OWN
GGPP 5.4	**ENGS 5.4**	**Water Services**	Institutional governance	To promote public participation through stakeholder mobilization	Ineffective Engagement with Local Municipalities' Political and Administrative Leadership	Compliance to acceptable drinking water quality standards	All Wards in NDH & Emadlangeni	Percentage of compliant water quality provided to communities as required by National Department of Water and Sanitation	R0,00	OWN
GGPP 5.5	**ENGS 5.5**	**Water Services**	Institutional governance	To promote public participation through	Ineffective Engagement with Local Municipalities' Political and	Compliance to acceptable waste water quality standards	All Wards in NDH & Emadlangeni	Percentage of compliant wastewater quality discharged to	R0,00	OWN

				stakeholder mobilization	Administrative Leadership			the natural environment as required by National Department of Water and Sanitation		
6. Cross Cutting Issues (CCI) / Spatial Planning and Environmental Management (SPEM)										
SPEM 6.2	**PDS 6.2**	**Environmental and Air Quality Management**	Environmental management and Air quality management	To promote the development of a safe and healthy environment in line with applicable legislation	Irregular Regulation of Illegitimate Business Outlets	Monitoring of ambient air using air quality equipment	Newcastle	Number of compliant air quality samples	R200 000	OWN
SPEM 6.1	**COMMS 6.1**	**Municipal Health Services**	Municipal health management	To promote the development of a safe and healthy environment in line with applicable legislation	Irregular Regulation of Illegitimate Business Outlets	Water Quality Monitoring	All Wards in NDH & Emadlangeni	Number of water samples taken and analysed	6.1.1 - 6.1.3 R 18 181,76	OWN
SPEM 6.2	**COMMS 6.2**	**Municipal Health Services**	Municipal health management	To promote the development of a safe and healthy environment	Irregular Regulation of Illegitimate Business Outlets	Food Quality Monitoring	All Wards in NDH & Emadlangeni	Number of food samples taken and analysed	6.2.1 - 6.2.4 R 0	OWN

				in line with applicable legislation						
SPEM 6.3	**COMMS 6.3**	**Municipal Health Services**	Municipal health management	To promote the development of a safe and healthy environment in line with applicable legislation	Irregular Regulation of Illegitimate Business Outlets	Surveillance of Premises	All Wards in NDH & Emadlangeni	Number of Audit/Inspection reports produced	6.3.1 - 6.3.4 R 0	OWN
SPEM 6.4	**COMMS 6.4**	**Municipal Health Services**	Municipal health management	To promote the development of a safe and healthy environment in line with applicable legislation	Irregular Regulation of Illegitimate Business Outlets	Health and Hygiene Education	All Wards in NDH & Emadlangeni	Number of health education sessions conducted	6.4.1 R 0 6.4.2 R 34 497,41 6.4.3 - 6.4.5 R 0	OWN

F FINANCIAL PLAN

1.1 CAPITAL & OPERATIONAL REVENUE

The total revenue budget for the Amajuba District Municipality for the financial year 2025/26 is R 489 442 450 and Capital Grant Funding R 145 850 287.

The table below provides a summary of revenue sources for both operational and capital needs for the 2025/26 MTREF financial year.

Table: 215: Total Operating Revenue and Capital Budget 2025/26

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
OPERATING INCOME	329 787 037	355 178 107	343 592 163	359 053 811	375 211 232
Capital Transfers	129 406 800	128 977 800	145 850 287	152 267 699	158 967 478
Own Revenue-Capital	-	-	-	-	-
Total	**459 193 837**	**484 155 907**	**489 442 450**	**511 321 510**	**534 178 710**

1.2 HEADLINE INFLATION FORECASTS

The following macro-economic forecasts must be considered when preparing the 2025/26 MTREF municipal budgets.

Macroeconomic performance and projections, 2024 – 2028 Fiscal year				
	2024/25	2025/26	2026/27	2027/28
Estimate		**Forecast**		
Consumer Price Inflation (CPI)	**4.4%**	**4.3%**	**4.5%**	**4.6%**
Real GDP growth	**2.1.%**	**1.6%**	**1.7%**	**1.6%**

Source*: MFMA Circular No.130*

1.2.1 BUDGET FUNDING

The Municipality is entirely compliant with the MSCOA framework the municipality's proposed draft budget shows a budget a surplus. Our core mandate of water and sanitation has been prioritized with the rest of the budget provided for funded programmes. These are normally funded from grants. The government has repeatedly emphasized the importance of municipalities focussing on growing their revenue base to expand resources available for local service delivery.

Municipalities with significant revenue bases are expected to invest more of their resources, offsetting some of the impacts of reductions to infrastructure grants, while building partnerships with the private sector for infrastructure delivery over the period ahead. Many municipalities continue to adopt unrealistic spending plans.

1.2.2 Government Grants and Subsidies

The following table indicates the grants allocations as indicated in the Division of Revenue Bill as well as Provincial allocations as indicated:

Description	Original Budget Year 2024/2025	Adjustment Vat Inclusive	Draft Vat Inclusive 2025/2026	Budget Year 2026/2027	Budget Year 2027/2028
CAPITAL EXPENDITURE IDP-GRANT FUNDED PROJECTS					
MIG GRANT FUNDING PROJECTS					
Contr : Out > Admin & Supp Staff	2 337 200,00	2 337 200,00	2 436 713,30	2 214 230,78	2 313 871,16
DC25_EMANDLANGENI SANITATION-MIG/Acquisition	16 631 547,34	16 434 390,00	17 134 133,43	15 569 712,55	16 270 349,62
CE0011_Goedehoop bulk water and sanitation/Acquis	17 847 752,65	17 215 910,00	17 948 928,99	16 310 113,73	17 044 068,85
Zaaihook WTW & Bulk Water Supply	0,00	200 000,00	208 515,60	189 477,22	198 003,69
Pipeline Replacement in Utrecht	0,00	200 000,00	208 515,60	189 477,22	198 003,69
ADM Operation and Maintenance	9 927 500,01	9 927 500,00	10 350 193,08	9 405 175,45	9 828 408,35
	46 744 000,00	**46 315 000,00**	**48 287 000,00**	**43 878 186,96**	**45 852 705,37**
WSIG GRANT FUNDED PROJECTS					
CE0004_New Refurbishment of water and waste wate	10 000 000,00	3 338 478,00	3 927 621,18	3 569 012,29	4 104 364,13
DC25_Emegency water supply to Ramaphosa, Hilltop	55 000 000,00	66 341 836,00	78 049 218,82	70 922 985,80	81 561 433,67
DC25_Water Distribution Management Program/Acqu	12 000 000,00	3 766 583,00	4 431 274,12	4 026 679,52	4 630 681,45
COVID-19 Intervention MIG/WSIG Reprioritisation /Ac	8 000 000,00	11 553 103,00	13 591 885,88	12 350 887,61	14 203 520,75
Sewer AC pipe replacement in danhauser danercol			-	0,00	0,00
	85 000 000,00	**85 000 000,00**	**100 000 000,00**	**90 869 565,22**	**104 500 000,00**
TOTAL GRANT FUNDED IDP PROJECTS ENG	**131 744 000,00**	**131 315 000,00**	**148 287 000,00**	**134 747 752,17**	**150 352 705,37**

The equitable share and the allocation of the general fuel levy to local government constitute unconditional funding. Municipalities are reminded that this funding allocation is formula driven and designed to fund the provision of free basic services to disadvantaged communities.

Conditional grant funding must be utilised for the intended purpose within the stipulated timeframes, as specified in the annual Division of Revenue Act. Monies not spent must be returned to the fiscus and requests for roll-overs will only be considered where unforeseen and unavoidable circumstances led to underspending of conditional grants.

1.2.3 Budget Highlight

The operating revenue excl. capital revenue for 2025/26 is budgeted at R 343 592 163. Only registered indigent households (inclusive of deemed indigent households) receive 6kl free water per month. The Income Budget has been compiled based on projected billing, however, provision has been made for a percentage of collection rate through the provision of funds for the impairment of debtors.

The Projected Operating Revenue is as follows:

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
REVENUE PER SOURCE					
WaterSales	36 363 012	36 363 012	37 926 622	39 633 320	41 416 819
SanitationSales	9 854 577	9 854 577	10 278 323	10 740 848	11 224 186
Interest on Investments	7 502 697	7 502 697	7 825 313	8 177 452	8 545 437
Interest on Overdue Account	23 371 539	23 371 539	24 376 515	25 473 458	26 619 764
Equitable Share-FBS Portion	222 325 000	222 325 000	231 528 000	241 946 760	252 834 364
Finance Management Grant;	3 800 000	3 800 000	3 800 000	3 971 000	4 149 695
Rural Road Asset Management Grant	2 476 000	3 045 800	2 587 000	2 703 415	2 825 069
Public Works Grant(EPWP)	1 551 000	1 551 000	2 070 000	2 163 150	2 260 492
Tender Deposits	404 167	404 167	421 546	440 516	460 339
Sundry Income	10 716 786	10 716 786	11 177 607	11 680 600	12 206 227
Rental facilities-Hall Hire	57 695	57 695	60 176	62 884	65 714
Skills Development Grant ;	132 949	135 900	141 744	148 123	154 788
Municipal Systems Improvement Grant	-	-	-	-	-
Municipal Infrastructure Grant Top Slice	2 427 571	2 315 750	2 646 128	2 765 203	2 889 637
Municipal Water Infrastructure Grant	-	-	-	-	-
Municipal Disaster Recovery Grant	10 010 000	34 940 139	10 011 000	10 461 495	10 932 262
Free Basic Services	-1 205 955	-1 205 955	-1 257 811	-1 314 412	-1 373 561
TOTAL DIRECT OPERATING INCOME	**329 787 037**	**355 178 107**	**343 592 163**	**359 053 811**	**375 211 232**

To serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and comparing it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilized where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

Table: 216: Detailed Operating Expenditure 2025/26 (MTREF)

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
OPERATING INCOME	329 787 037	355 178 107	343 592 163	359 053 811	375 211 232
Capital Transfers	129 406 800	128 977 800	145 850 287	152 267 699	158 967 478
Own Revenue-Capital	-	-	-	-	-
Total	**459 193 837**	**484 155 907**	**489 442 450**	**511 321 510**	**534 178 710**

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
EXPENDITURE PER CATERGORY					
Salaries , Wages & Allowances	128 710 846	130 323 030	135 899 362	142 014 833	148 405 501
Renumeration of Councillors	11 791 367	7 910 602	14 156 588	14 793 635	15 444 555
Depreciation	18 629 667	18 613 062	20 226 061	21 136 233	22 066 228
Repairs & Maintenance	3 103 162	5 771 452	5 572 017	5 822 758	6 078 959
Bulk Water Purchases (Inventory Consumed)	15 000 000	15 000 000	20 000 000	20 900 000	21 819 600
Contracted Services	35 327 765	71 894 172	64 476 776	67 378 231	70 342 873
General Costs-Other	34 785 179	38 133 779	56 573 293	59 119 092	61 720 332
Free Basic Services	360 972	360 972	360 972	377 216	393 814
Contributions to funds (Provision for bad debts)	8 677 674	8 677 674	8 677 674	9 068 170	9 467 169
Interest -External Loans	228 336	77 046	-	-	-
TOTAL DIRECT OPERATING EXPENDITURE	**256 614 967**	**296 761 789**	**325 942 744**	**340 610 167**	**355 739 030**

The operating expenditure for 2025/2026 is budgeted at R 325 942 744. This includes a provision for salary increase to R 135 899 362, an increase in remuneration of Councillors of R 6 245 986, and contracted services of R30 269 588. Bulk purchases to R20 000 000.

Table: 217: Operating and Capital Expenditure 2025/2026

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
OPERATING INCOME	329 787 037	355 178 107	343 592 163	359 053 811	375 211 232
Capital Transfers	129 406 800	128 977 800	145 850 287	152 267 699	158 967 478
Own Revenue-Capital	-	-	-	-	-
Total	**459 193 837**	**484 155 907**	**489 442 450**	**511 321 510**	**534 178 710**

Table: 218: Detailed Operating Expenditure 2025/26 (MTREF)

Description	Current Financial Year			MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK	
	2024/25	2024/25	2025/26	2026/27	2027/28
	Original Budget	Adjustment	Draft	Budget Year+1	Budget Year+2
EXPENDITURE PER CATERGORY					
Salaries , Wages & Allowances	128 710 846	130 323 030	135 899 362	142 014 833	148 405 501
Renumeration of Councillors	11 791 367	7 910 602	14 156 588	14 793 635	15 444 555
Depreciation	18 629 667	18 613 062	20 226 061	21 136 233	22 066 228
Repairs & Maintenance	3 103 162	5 771 452	5 572 017	5 822 758	6 078 959
Bulk Water Purchases (Inventory Consumed)	15 000 000	15 000 000	20 000 000	20 900 000	21 819 600
Contracted Services	35 327 765	71 894 172	64 476 776	67 378 231	70 342 873
General Costs-Other	34 785 179	38 133 779	56 573 293	59 119 092	61 720 332
Free Basic Services	360 972	360 972	360 972	377 216	393 814
Contributions to funds (Provision for bad debts)	8 677 674	8 677 674	8 677 674	9 068 170	9 467 169
Interest -External Loans	228 336	77 046	-	-	-
TOTAL DIRECT OPERATING EXPENDITURE	**256 614 967**	**296 761 789**	**325 942 744**	**340 610 167**	**355 739 030**

Table: 219: Councillor renumeration budget 2025/26 MTREF

Choose name from list - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2021/22	2022/23	2023/24	Current Year 2024/25			2025/26 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		–	–	9 087	10 674	7 881	7 881	14 126	14 776	15 426
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance		–	–	–	1	1	1	1	1	1
Cellphone Allowance		–	–	163	342	29	29	30	31	32
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		–	–	–	774	–	–	–	–	–
Sub Total - Councillors		–	–	9 250	11 791	7 911	7 911	14 157	14 808	15 459
% increase	4		–	–	27,5%	(32,9%)	–	79,0%	4,6%	4,4%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		2 530	3 114	4 282	5 430	5 430	5 430	2 490	2 605	2 719
Pension and UIF Contributions		186	183	164	162	162	162	123	128	134
Medical Aid Contributions		52	12	1	50	50	50	53	55	58
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	74	–	–	–	–	–	–	–	–
Cellphone Allowance	3	8	45	52	–	–	–	25	26	27
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	0	(13)	1	1	1	1	0	0	0
Payments in lieu of leave		136	139	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		2 986	3 481	4 499	5 642	5 642	5 642	2 691	2 815	2 939
% increase	4		16,6%	29,3%	25,4%	–	–	(52,3%)	4,6%	4,4%
Other Municipal Staff										
Basic Salaries and Wages		67 797	76 671	87 717	75 317	75 317	75 317	85 989	–	–
Pension and UIF Contributions		9 177	9 888	10 644	9 784	9 784	9 784	10 993	–	–
Medical Aid Contributions		4 619	4 438	4 751	4 757	4 757	4 757	5 368	–	–
Overtime		10 620	10 023	9 597	8 129	8 129	8 129	6 781	–	–
Performance Bonus		4 993	5 290	5 963	5 331	5 331	5 331	5 986	–	–
Motor Vehicle Allowance	3	6 485	7 976	10 479	10 728	10 728	10 728	11 430	–	–
Cellphone Allowance	3	675	805	815	1 386	1 386	1 386	985	–	–
Housing Allowances	3	509	514	626	628	628	628	695	–	–
Other benefits and allowances	3	3 428	3 662	3 427	3 383	3 383	3 383	3 707	–	–
Payments in lieu of leave		712	1 552	129	506	506	506	792	–	–
Long service awards		770	1 470	1 287	–	–	–	–	–	–
Post-retirement benefit obligations	6	42	47	47	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		425	1 072	953	1 641	1 641	1 641	481	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Municipal Staff		110 251	123 409	136 435	121 590	121 590	121 590	133 208	–	–
% increase	4		11,9%	10,6%	(10,9%)	–	–	9,6%	(100,0%)	–
Total Parent Municipality		113 237	126 889	150 185	139 024	135 143	135 143	150 056	17 623	18 398

Table: 220: Senior Managers and Municipal Officials renumeration Budget 2023/24 (MTREF)

Councillor allowances have been budgeted based on the actual costs approved in accordance with the gazette No 5435 of 2024 on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances, and Benefits of different members of municipal councils published 17 October 2024. The MEC of Corporate Governance and Traditional Affairs (COGTA) has granted that Councillors renumeration be approved at 95% of the upper limits for 2024/2025.The application for 2024/2025 FY has been finalized. The Municipality has provided for the increases in the 2024/2025 FY.

- The Amajuba District Municipality has provided for a 6.25% salary increase based on the South African Local Government Bargaining Council on the salary and wage collective agreement.
- Councillors Allowances are calculated using Government Gazette No: 43246 Dated 24 APRIL 2024
- MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS were calculated using gazette No. 43122 and notice NO. 351 dated 20 MARCH 2024

1.2.4 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2025/2026 MTREF; extensive financial modelling was undertaken to ensure affordable tariffs and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the Final 2025/2026 MTREF:

- Municipality's growth;
- Policy priorities and strategic objectives;
- Asset maintenance;
- Economic climate and trends (i.e., inflation, Eskom increases, household debt, migration patterns);
- Performance trends;
- The approved 2025/2026 adjustments budget and performance against the SDBIP;
- Cash Flow Management Strategy;
- Debtor payment levels;
- Loan and investment possibilities;
- The need for tariff increases versus the ability of the community to pay for services; and
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 129 - 130 has been taken into consideration in the planning and prioritization process

1.2.5 Overview of budget related policies

The municipality's budgeting process is guided and governed by relevant legislation, frameworks, approve strategies, and related policies:

- Credit Control and Debt Collection Policy
- Asset Management Policy
- Budget Policy
- Supply Chain Management Policy
- Budget and Virement Policy
- Cash Management and Investment Policy
- Tariff Policies
- Indigent policy
- Policy on Irregular Expenditure

- Irregular Expenditure Policy
- Debt Impairment Policy
- Contract Management Policy
- Retention Policy
- Petty Cash Policy
- Cost Containment Policy
- Funding and Reserves Policy
- Debtors and Write Offs Policy
- Budget Implementation Management Policy
- Long Term Financial Plan Policy
- Revenue Enhancement Policy

Most of the above policies are currently being revised and once adopted by Council they will be placed on the municipality's website

1.2.6 EMPLOYEE RELATED COSTS

The Amajuba District Municipality has provided for the task grade and job evaluation results based on the South African Local Government Bargaining Council on the salary and wage collective agreement.

1.2.7 REMUNERATION OF COUNCILLORS, SENIOR MANAGERS AND MUNICIPAL OFFICIALS

Employee related costs plus Councillor allowances as a percentage of total operating expenditure is 58%. The norm range is 25% to 40%.

- *Remuneration of councillors*

Councillor allowances have been budgeted based on the actual costs approved in accordance with the gazette No 43246 on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances, and Benefits of different members of municipal councils published 24 April 2024. The MEC of Corporate Governance and Traditional Affairs (COGTA) must still grant that Councillors renumeration be approved.

G ANNUAL OPERATIONAL PLAN (SDBIP)

INTRODUCTION: At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in Integrated Development Plan (IDP). This is done on the basis of the Key Performance Indicators set for each of the IDP objectives.

The measures set at this level should be strategic and mostly long-term with an outcome and impact focus. The IDP has a five-year time span and the measures set at this level must be captured in an organisational / top layer SDBIP.

PLANNING: Performance planning commences with the development or review of the Integrated Development Plan, at the beginning of the term of council or as part of the annual review of the IDP. The IDP in fact constitutes an important part of the PMS and it is important to integrate the work done during

the review of the IDP into the PMS and to ensure that the PMS is an extension of the IDP – it is the tool that is used for monitoring the implementation of the IDP.

The municipal council will, as prescribed in its IDP process plan, adopt:

- The PMS framework;
- The municipal strategic SDBIP which outlines IDP priorities and objectives;
- Service Delivery and Budget Implementation Plans (SDBIPs) which outlines municipal initiatives, programmes, projects, services, key performance indicators, performance targets and budget summaries.

The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with section 9 and 15 of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

H. Organisational & Individual Performance Management System

MPLEMENTATION: The actual implementation and operation of the PMS occurs simultaneously with the implementation of the IDP. The implementation of the IDP over a single financial year is given effect through the Service Delivery Budget Implementation Plan (SDBIP), performance contracts of the Municipal Manager and other S56 Managers. The Service Delivery Budget Implementation Plan (SDBIP) is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the Municipality, thus providing credible management information and a detailed plan for how the Municipality will provide such services and the inputs and financial resources to be used.

The key performance areas and indicators of performance contained in the organizational SDBIP are cascaded into departmental SDBIPs, and further into individual plans which ensure the appropriate alignment between organizational and individual performance.

MEASUREMENT: Measurement occurs when value is ascribed to costs, resources and time used to produce output using input indicators. It indicates the extent to which municipalities' activities and processes produced outputs in accordance with the identified output indicators. It measures the total improvement brought about by outputs in accordance with outcome indicators.

MONITORING: Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organization and departments with regard to KPIs and targets. The municipality must develop mechanisms, systems and processes for monitoring performance.

The monitoring framework must:

- Identify the roles of the different role players in monitoring and measuring the Municipality's performance;

- Provide for reporting to the municipal Council at least twice a year; however, recommended to submit quarterly for accountability and detection of early warning signs for under performance
- Be designed in a manner that enables the Municipality to detect early indications of under-performance;
- Provide for corrective measures where under- performance has been identified.

REVIEW: Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the economy, efficiency, effectiveness in the utilization of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. The municipality should ensure that the community participates in the review process.

PERFORMANCE AUDITING: The Municipal Planning and Performance Management Regulations, 2001, requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of the performance measurements as part of its internal auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct. For this purpose, municipality undertakes internal and external auditing.

1.1 STANDARD OPERATING PROCEDURE

INTRODUCTION: By definition, Standard Operating Procedure (SOP's) within the context of Performance Information and Portfolio of Evidence, is a written description of steps for all significant activities relating to the practice of Management of Information. SOP's should accurately reflect good information management practices, be sufficiently practical and be usable in the municipal environment. Good management practices relate to general aspects of performance management functions including data collection, compilation, analysis, storage, data processing, record storage, handling of urgent data requests/needs, management of the devices, tools, appliances used to manage data.

BENEFITS OF STANDARD OPERATING PROCEDURE: There are several benefits in having generic SOP's; these include among others the following:

•Harmonisation of performance management reporting procedures to ensure effective and efficient coordination in the development of Portfolio of Evidence (POE's);

•Validity and credibility of reported actual on reporting templates is enhanced by signing off by the respective incumbent preparing the reported information, including the Manager (head of section) and the Director (head of department);

• Ensures better alignment between reported actual and source document (POE);

• Improve attainment of organisational targets;

•Improve outcomes of audit processes as a standardized POE will be implemented for all user departments;

• Improve better alignment with legislation governing organisational performance, i.e. MFMA, MSA and Performance management regulations, and;

• Effective accountability will be displayed during performance assessments as incumbents and supervisors will both be reliant on the POE during their respective performance assessments.

1.2 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT

The Amajuba District Municipality has an Organizational Performance Management System (OPMS) to monitor the implementation of the IDP. It is also an early warning system to identify challenges in the implementation of the IDP so that corrective measures can be applied. The Service Delivery and Budget Implementation Plan (SDBIP) is reviewed bi-annually to ensure relevance to current situations and to align with the Mid-Term Budget. The SDBIP has six (6) Key Performance Areas (KPA) and identifies Key Performance Indicators (KPI) that are linked to every municipal department within the institution. These KPIs are assessed at every quarter and are aligned to the Performance Contracts of Senior Management.
Key Performance Areas (KPA): These are the areas in which the municipality plays a role towards delivering services. The ADM make use of the following 6 KPA:

1) Municipal Institutional Development and Transformation;
2) Local Economic Development;
3) Basic Service Delivery;
4) Municipal Financial Viability and Management
5) Good Governance and Public Participation;
6) Spatial Planning and Environmental Management.

Chapter 6 of the Municipal Systems Act 32 of 2000 prescribes as follows on the development of performance management system:

Section: 38. States that: A Municipality must -

(a) Establish a performance management system that is -

(i) Commensurate with its resources;

(ii) Best suited to its circumstances; and

(iii) In line with the priorities, objectives. Indicators and targets contained in its integrated development plan;

(b) Promote a culture of performance management among its political structures. Political office bearers and councillors and in its administration; and

(c) Administer its affairs in an economical, effective, efficient and accountable manner.

1.3 ORGANIZATIONAL INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Table: 221: Allocation of KPI per Department

OUTPUT	CORE ACTIVITIES	ANNUAL TIMEFRAMES
PMS policy and framework	Review of PMS Policy and Framework Guide	By the 30th of June of each year
OPMS & IPMS	Establishment of Draft SDBIP	14 days after budget approval
	Establishment of Final SDBIP	28 days after budget approval
	Development and Signing of performance agreements	By the 31st of July of each year OR within three months after new appointment
	Make public SDBIP and submit to relevant stakeholders	14 days after SDBIP approval
Performance monitoring and evaluation	Quarterly assessment of the SDBIP	October, January, April, July of each year
Performance reporting	Tabling of the draft annual report to Council by the Mayor	By the 31st of January of each year
	Tabling of the oversight report to Council by the MPAC	By the 31st of March of each year
	Tabling of the final annual report to Council by the Mayor	By the 31st of March of each year
	Publicise Annual Report and Submit copy to Provincial Legislature	6 days after Council approval

Key Performance Area (KPA)	2020/2021			
	Number of Targets			% age Achieved
	Not Met	Met	Total	
Basic Service Delivery (BSD)	6	20	26	**77%**
Municipal Institutional Transformation and Development (MIT&D)	5	30	35	**86%**
Local Economic Development (LED)	5	3	8	**38%**
Municipal Financial Viability and Management (MFV&M)	18	16	34	**47%**
Good Governance and Public Participation (GG&PP)	22	52	74	**70%**

Spatial Planning and Environmental Management (SP&EM)	1	5	6	**83%**
Total	**57**	**126**	**183**	**69%**

1.3.1 DOCUMENTING A PERFORMANCE MANAGEMENT SYSTEM IN AMAJUBA DISTRICT MUNICIPALITY

Table: 222: PMS activities in ADM

Process	Activity	Responsibility	Quarter 1 and 3 Timeframes	Quarter 2 and Mid-Year Timeframes
1. Compilation	All Departments are to complete their quarterly performance reports in terms of the SDBIP in a standard prescribed format. Compilation of quarterly performance reports in terms of the SDBIP must be undertaken simultaneously with collection and collation for accuracy and completeness of performance information	Directors and Managers	Within 5 days after the quarter has ended	Within 5 days after the quarter has ended
2. Collection	Collection and collation of portfolio of evidence must be undertaken simultaneously with completion of quarterly reports to ensure accuracy and completeness of the performance information to support targets	Managers	Within 5 days after the quarter has ended	Within 5 days after the quarter has ended
3. Verification	Directors are to validate, verify and sign of Confirmation/Sign -off Certificate to ascertain all reported information prior to submission	Directors	Within 10 days after the quarter has ended	Within 5 days after the quarter has ended
4. Submission	Immediately after signing-off, departments are to submit departmental quarterly performance reports (SDBIP Reports) using the reporting template together with their POEs to the Municipal Manager for the attention of Manager Performance Management to conduct an analysis.	Directors	Within 10 days after the quarter has ended	Within 5 days after the quarter has ended

Process	Activity	Responsibility	Quarter 1 and 3 Timeframes	Quarter 2 and Mid-Year Timeframes
5. Consolidation	PMS Unit to consolidate all departments quarterly reports and prepare the Municipal Qualitative and Quantitative Performance Management Quarterly Report using the reporting template and submit to Internal Audit.	PMS Manager	Within 15 days after the quarter has ended	Within 10 days after the quarter has ended
6. Auditing Process	Internal Audit to audit all quarterly Reports together with Portfolio of Evidence	Internal Audit Manager	Within 25 days after the quarter has ended	Within 15 days after the quarter has ended
7. Feed-back	Internal Audit Report on Performance of Information submitted to Municipal Manager and All Departments	Internal Audit Manager	Within 30 days after the quarter has ended	Within 20 days after the quarter has ended
8. Implementation of Corrective Measures	Municipal Manager to monitor the implementation of the Corrective Measures as identified in the Internal Audit Report	Municipal Manager	Within 60 days after the quarter has ended	Within 30 days after the quarter has ended

Process	Activity	Responsibility	Quarter 4 and Annual Timeframes
1. Compilation	All Departments are to complete their quarterly performance reports in terms of the SDBIP in a standard prescribed format. Compilation of quarterly performance reports in terms of the SDBIP must be undertaken simultaneously with collection and collation for accuracy and completeness of performance information	Directors and Managers	Within 5 days after the quarter has ended
2. Collection	Collection and collation of portfolio of evidence must be undertaken simultaneously with completion of quarterly reports to ensure accuracy and completeness of the performance information to support targets	Managers	Within 5 days after the quarter has ended
3. Verification	Directors are to validate, verify and sign of Confirmation/Sign -off Certificate to ascertain all reported information prior to submission	Directors	Within 10 days after the quarter has ended
4. Submission	Immediately after signing-off, departments are to submit departmental quarterly performance reports (SDBIP Reports) using the reporting template together with their POEs to the Municipal Manager for the attention of Manager	Directors	Within 10 days after the quarter has ended

Process	Activity	Responsibility	Quarter 4 and Annual Timeframes
	Performance Management to conduct an analysis.		
5. Consolidation	PMS Unit to consolidate all departments quarterly reports and prepare the Municipal Qualitative and Quantitative Performance Management Quarterly Report using the reporting template and submit to Internal Audit.	PMS Manager	Within 20 days after the quarter has ended
6. Auditing Process	Internal Audit to audit all quarterly Reports together with Portfolio of Evidence	Internal Audit Manager	Within 30 days after the quarter has ended
7. Feed-back	Internal Audit Report on Performance of Information submitted to Municipal Manager and All Departments	Internal Audit Manager	Within 35 days after the quarter has ended
8. Consideration of comments from Internal Audit	Municipal Manager and Directors to consider comments from Internal Audit	Municipal Manager and Directors	Within 40 days after the quarter has ended
9. Submission to Performance and Audit Committee	Municipal Manager to submit to the PAC the Report	Municipal Manager	Within 50 days after the quarter has ended
10. Review of the APR	Manager Performance Management to review the APR based on Internal Audit and Audit Committee Comments	PMS Manager	Within 55 days after the quarter has ended
11. Submission of the APR to AGSA	Municipal Manager to submit to AGSA the Report	Municipal Manager	Within 60 days after the quarter has ended

1.3.2 PERFORMANCE MANAGEMENT REPORTING CYCLE

Table: 223: PMS Reporting Cycle

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
1	Municipality prepares and adopt the IDP, Organisational SDBIP and Budget to be implemented during the following financial, and adopted by Council in May / June respectively. Municipality prepares and adopt the Service Delivery and Budget Implementation within 28 days after the adoption of the budget, for implementation during the following	May / June June	Section 34 of the MSA MFMA 16(2), 17 & 87(3) MFMA 69(3)(a) MFMA 53(1)(c)(ii)

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
	financial year, which serves to monitor the implementation of the IDP and Budget. The municipality prepares and submit the draft and final annual performance agreements for the next financial year to the Mayor, informed by the Service Delivery and Budget Implementation Plan for the Municipal Manager and Managers reporting directly to the Municipal Manager, to monitor and review departmental and organisational performance.	July	MFMA 69(3)(b) MFMA 53(3)(b)
2	Senior Technicians from technical services department conducts weekly / monthly site inspections (i.e. quality and verify the scope of work done) over and above the consultants appointed by the municipality that are full time on site to check the quality, scope of work and progress to date in relation to the targets of the Service Delivery and Budget Implementation. Heads of Departments and Middle Managers manage and monitor the implementation of the programmes and projects as per the Service Delivery and Budget Implementation Plan targets.	Weekly / Monthly Monthly / Quarterly	Regulations Guidelines MFMA Circular Guidelines
3	Consultants together with the Technicians compile independently monthly / quarterly reports and be submitted to the Executive Manager Technical Services. The Executive Manager Technical Services scrutinize and verify the reports, and also check alignment with the targets as per the Service Delivery and Budget Implementation of Technical Services department. Once satisfied that the reports are accurate, the reports of Consultants and Technicians are reconciled.	Monthly / Quarterly Monthly	Regulations Guidelines MFMA Circular Guidelines System of Delegations Guidelines

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
	In case the Executive Manager: Technical Services is not satisfied that the reports submitted by the Consultants and Technicians are not accurate, the reports are deferred back to the compilers in order to be re-checked and re-compiled. The other Heads of Departments compile monthly / quarterly reports emanating from the sections of each department, they also scrutinize and verify the reports received from the sections, and also check alignment with the targets as per SDBIP. Once satisfied that the reports are accurate, the reports of the sections are reconciled and culminate into a departmental quarterly performance report.	Monthly / Quarterly	
4	The Executive Manager: Technical Services convenes monthly / quarterly staff meetings between the Technicians and Consultants whereby discrepancies identified by Executive Technical Services and corrective measures taken. Same applies with the other heads of departments where they would convene monthly meetings to discuss and verify the monthly and quarterly performance reports prior to submission to the Municipal Manager.	Monthly / Quarterly	Regulations Guidelines MFMA Circular Guidelines System of Delegations Guidelines
5	The Executive Managers prepares monthly / quarterly performance reports containing the projections and actuals in terms of expenditure and performance, and reports are submitted to the Municipal Manager for his consideration. The Municipal Manager submits the quarterly performance reports received from the departments to the IDP/PMS Unit for verification purposes, prior to being submitted to	Monthly / Quarterly Quarterly	2006 Performance Regulations S 49 of the MSA

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
	the Internal Audit unit for auditing purposes, and then subsequently conducts the quarterly performance assessments with the IDP/PMS Unit to determine whether the targets for the quarter under review have been achieved or not, in cases where they have not been achieved, corrective measures are being taken.		
6	The IDP/PMS Unit prepares the quarterly and mid – year performance reports in terms of the Organisational Scored and Service Delivery and Budget Implementation Plan emanating from the reports of all the departments, which provides progress to date in terms of implementation of various programmes and projects, and corrective measures thereof relating to underperformance, and be tabled to Performance Audit Committee, MPAC, ExCom and Council for consideration.	Quarterly / Mid - Year	Section 72 of the MFMA 2006 Performance Regulations S 49 of the MSA
7	On annual basis, the Heads of Departments prepare and submit annual departmental performance reports for the year under review to Municipal Manager for assessment, verification and consideration with portfolio of evidence. The annual departmental performance reports indicate progress made in terms of implementation of various programmes and projects, and also provide highlights of significant achievements, challenges thereof and corrective measures to be implemented during the next financial year. These reports also serve as a base for developing the targets to be achieved during the following financial year. The Municipal Manager submit these reports to the Internal Audit Unit for auditing purposes, prior to convening a meeting of the assessment committee to	Annually – July July	S 28 of the 2006 Performance Regulations System of Delegations Guidelines

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
	assess the performance of the Municipal Manager and Managers directly accountable to the Municipal Manager. The IDP/PMS Unit utilises the departmental annual performance report to prepare a consolidated annual performance report which is being prepared as required in terms of 46 of the MSA, which also form part of the Annual Report, for submission to the Audit Committee and Auditor General for auditing purposes.	August	Section 46 of the MSA
8	A consolidated annual performance report, inclusive of a report of Service Providers Performance, which serves as a Section 46 annual performance report as required in terms of the MSA, which also forms part of the Annual Report and is submitted to the Audit Committee for consideration with the financial statements. The Annual Performance Report with the financial statements subsequently submitted to the Auditor General for auditing purposes with the portfolio of evidence to serve as proof of meetings the targets.	August August	Section 46 of the MSA MFMA 126(1)(a) MFMA 126(1)(a)
9	Subsequent to the auditing process, the annual performance report which forms part of the annual report and the mid - year performance report are submitted to Council in January of each year for approval. After approval by Council in January, Council gives authority for the Annual Report to be forwarded to the Auditor-General, Provincial Treasury, National Treasury and the Department of Co-operative Government and Traditional Affairs for comments an inputs, and also be advertised for public comments and inputs as required in terms of the provisions of Municipal Finance Management	January January	Section 72 of the MFMA S 127 of the MFMA MFMA 127(5)

STEP	ACTIVITY	TARGET DATES / FREQUENCY	APPLICABLE SECTION
	Act, 56 of 2003; and also be made in public for comments and inputs.		
10	The Annual Report which has the annual performance report is submitted to the Municipal Public Accounts Committee to assess the Annual Report and then prepare an Oversight report during February / March, for submission to Council during March for adoption	February / March	S 129 of the MFMA MFMA 129(1)
11	Comments received from the Auditor-General, Provincial and National Treasury and the Department of Co-operative Government and Traditional Affairs and the community are then considered.	March	MFMA 127(5)
12	The Annual Report with the Oversight Report from the Municipal Public Accounts Committee is then submitted to Council during March for adoption, and subsequently submitted to the Provincial Legislature, COGTA, NT and PT for consideration.	March	MFMA 129(1) MFMA 129(2)(b)
13	Submit minutes of meetings where annual report is discussed to the Provincial Treasury and Department of C-operative Governance and Traditional Affairs.	March	MFMA 129(2)(b)

1.3.3 ROLES AND RESPONSIBILITIES

It is important to clarify roles and responsibilities of employees and stakeholders in the performance management cycle. The roles and responsibilities of the main role players in the different phases of the performance management cycle are set out in the table below:-

Table: 224: Role & Responsibilities

Role Players	Performance Planning	Performance Review	Performance Reporting	Performance Audit
	▪ Adopt priorities and ▪ objectives of the IDP; ▪ Adopt the PMS framework; ▪ Adopt the municipal strategic plan that includes key performance indicators and performance targets; ▪ Assigns the responsibility for the management of the PMS to the Mayor.	▪ Approves the annual review programme of the IDP, including the review of KPIs and performance targets; ▪ Approves the annual improvement measures of the municipality as part of the new municipal ▪ strategic plan; ▪ Approves changes to	▪ Report the municipality's performance to the community; ▪ Approve recommendations for the improvement of the performance management system; ▪ Annually receive the appraisal of the municipal manager and other section ▪ 57 employees; ▪ Submit the municipal annual report to the Auditor General and the MEC.	▪ Approve the municipal annual audit plan and any ▪ substantial changes to it; ▪ Receive performance reports from the Performance Audit ▪ Committee; ▪ Approve the implementation of the recommendations of the

Role Players	Performance Planning	Performance Review	Performance Reporting	Performance Audit
		▪ the priorities, objectives, key performance indicators and performance targets of the municipality.	▪ Receive quarterly performance reports from the Internal Audit Activity;	Performance Audit Committee; ▪ Receive the performance audit report from the ▪ Auditor-General.

Role Player	Planning	Implementation	Review	Reporting	Performance Audit
Municipal Manager	▪ Coordinate the process of needs identification and prioritisation among all stakeholders, including the community; ▪ Coordinate the formulation and revision of the PMS framework; ▪ Coordinate the formulation and revision of the municipal strategic plan that includes KPIs and performance targets; ▪ Leads the process of the formulation and revision of departmental plans and departments annul programmes ▪ Enters into performance	▪ Manage the overall implementation of the IDP; ▪ Ensure that all role players implement the provisions of the PMS framework; ▪ Ensure that the departmental plans and departmental annual programmes serve the strategic plan of the municipality; ▪ Ensure that annual programmes are implemented according to the targets and timeframes agreed to. ▪ Implement performance improvement measures approved by Council	▪ Formulate the annual review programme of the IDP, including the review of KPIs and performance targets for consideration by Council; ▪ Formulate the annual performance improvement measures of the municipality as part of the new municipal strategic plan; ▪ Quarterly review the performance of departments to improve the economy, efficiency and effectiveness of the municipality; ▪ Quarterly and annually evaluate the performance of section 56 managers.	▪ Receive performance reports twice a year from the ▪ Performance ▪ Audit Committee; ▪ Receive monthly departmental performance reports; ▪ Report quarterly to Council on the performance of departments; ▪ Report on the implementation of improvement measures adopted by Council;	▪ Formulate responses to the recommendation of the Internal Audit Activity and Performance Audit Committee; ▪ Formulate responses to the performance audit report of the Auditor General and recommend to Council.

	agreement with section 56 managers on behalf of Council.	▪ Ensure that performance ▪ objectives in the section 56 managers performance agreements are achieved.		▪ Annually report on the performance of section 56 managers; ▪ Submit the municipal annual report to the Mayor.	

Heads of Departments	▪ Participate in the formulation and revision of the municipal strategic plan that includes KPIs and performance targets in consultation with the relevant Portfolio holder; ▪ Develop departmental plans; ▪ Develop departmental annual plans; ▪ Manage performance of subordinate staff; ▪ Enter into a performance agreement with the Municipal Manager.	▪ Manage the implementation of departmental plan; ▪ Ensure that annual programmes are implemented according to the targets and timeframes agreed to; ▪ Implement measures approved by Council; ▪ Manage the implementation of subordinate's performance measurement system; ▪ Ensure that performance objectives in the performance agreements are achieved.	▪ Participate in the formulation of the annual review programme of the IDP, including the review of KPIs and performance targets for consideration by Council; ▪ Quarterly review the performance of the department to improve the economy, efficiency and effectiveness of the municipality; ▪ Quarterly and annually evaluate the performance of the department.	▪ Submit monthly departmental performance reports; ▪ Report on the implementation of improvement measures adopted by Council; ▪ Annually reports on the performance of the department.	▪ Participate in the formulation of the response to the recommendation of Internal Audit Activity and the Performance Audit Committee; ▪ Participate in the formulation of the response to performance audit report of the Auditor General and recommend to Council.

Municipal Officials	▪ Participate in the development of departmental plans and annual plans; ▪ Participate in the development of their own performance measurements.	▪ Execute individual work plans.	▪ Participate in the review if departmental plans; ▪ Participates in the review of own performance.	Report to the Line Manager.
Internal Audit Activity	▪ Participate in the formulation of the annual audit plan.		▪ Measure the performance of departments according to KPIs and performance targets set in the municipal plan; ▪ Assess the functionality of the PMS; ▪ Ensure that the system complies with the Act; ▪ Audit the performance measurements in the municipal plan and departmental plan.	▪ Submit quarterly reports to the Municipal Manager; ▪ Submit quarterly reports to the Performance Audit Committee.

Performance Audit Committee	▪ Make inputs and recommendations on the annual audit plan.		▪ Review quarterly reports from the Internal Audit Activity.	▪ Report at least twice to Council.

The roles and responsibilities mentioned above are set out in the MFMA and MSA and the requirements are summarised in the following table.

Table: 225:Accountability & Responsibility

Accountability and Responsibility	
Section 38 of the MSA	The Municipality MUST establish a PMS in line with its IDP.
Section 21 and 24 of the MFMA	The Mayor must coordinate the process of budget and IDP formulation as well as ensuring the development of measurable performance measures for the budget.
Section 39 of the MSA	Executive Committee MUST manage the development of the PMS.
	Council can assign responsibilities to the MM.
	Municipal Council to adopt the PMS.
Section 51 and 55 of the MSA (also refer to the individual performance agreement section in this table)	Ensuring that the administration is set up and operates within the Municipality's PMS.
	MM is responsible and accountable for implementing and monitoring the municipal IDP.
Monitoring, Evaluation and Audit	
Section 40 of the MSA	Systems for monitoring and review MUST be established.
Section 41 of the MSA	Systems for monitoring, reporting, and redress MUST be established.

Regulation 13 and 14 of the Municipal Planning and Performance Management Regulations No 796 dated 21 August 2001	Systems for monitoring, reporting and redress MUST be established and maintained.
Section 121 of the MFMA	The Municipality must prepare and deal with the Annual Report (Financial and Performance) within 9 months of financial year end.
Section 45 of the MSA	The Municipality MUST audit its performance annually.
	Municipal performance MUST be audited by the Auditor-General by means of submitting an Annual Performance Report.
Individual Performance Agreements	
Section 57(5) of the MSA	Objectives and Targets set in these contracts MUST be based on the performance indicators set in the Municipality's IDP.
Section 53 of the MFMA	Performance Agreements are linked to the measurable performance measures for the budget.
Regulation 4, 23, 25 and 26 of the Local Government Performance Regulations for Municipal Managers and Managers	Performance Agreements must be entered into within 90 days of commencement of employment OR within 1 month of the financial year starting. Once concluded, it must be forwarded to the MEC for Local Government within 124 days.
	Performance Agreements must be aligned to the IDP, SDBIP and Budget of the Municipality.

Directly Accountable to Municipal Managers. Regulations No 805 dated 1 August 2006	Performance Objectives are based on the IDP, SDBIP and Budget of the Municipality.
	The MM and Managers reporting to the MM agree to participate in the PMS of the Municipality.

7 Sector Plans

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures mentioned below.

Table: 226: Sector Plans

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Integrated Waste Management Plan							
Amajuba DM	Yes Outdated	Yes		Yes			
Newcastle LM	No						
Dannhauser LM	Yes	Yes	Yes			Waiting for Council Approval	
Emadlangeni LM	No						
Air Quality Management Plan							
Amajuba DM	Yes outdated place	Yes	Yes		28/06/2019		
Newcastle LM	Not applicable	N/A	N/A	N/A			
Dannhauser LM	Not applicable	N/A	N/A	N/A			
Emadlangeni LM	Not applicable	N/A	N/A	N/A			
Climate Change Response Strategy							
Amajuba DM	In place	Yes	Draft	N/A	28/06/2018		
Newcastle LM							
Dannhauser LM	No						
Emadlangeni LM							
Water and Sanitation Development Plan							
Amajuba DM	Yes	Yes					2020
Newcastle LM	Yes	Yes					
Dannhauser LM	Not applicable						

Municipality	Status				Date adopted	Implementation Status	Date of Next review
	In Place/Not in Place	Under Review	Completed	Not Completed			
Emadlangeni LM	Not Applicable						
Spatial Development Plan							
Amajuba DM	Yes	Yes			30 June 2019	Implemented	30 May 2020
Newcastle LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Dannhauser LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Emadlangeni LM	Yes	Yes			31 May 2019	Implemented	31 June 2020
Disaster Management Plan							
Amajuba DM	Yes	No	No	Yes		Pending review	2024
Newcastle LM							
Dannhauser LM	Yes	Yes				Being implemented	
Emadlangeni LM							
Environmental Management Framework							
Amajuba DM	Yes outdated	Yes	Final Draft	N/A	28 June 2019	Under review	
Newcastle LM	Yes						
Dannhauser LM	No						
Emadlangeni LM							
Local Economic Development Plan							
Amajuba DM	Yes (Outdated)	Yes					2019/20
Newcastle LM	Yes						
Dannhauser LM	Yes						
Emadlangeni LM	Yes						
Tourism Plan							
Amajuba DM	Yes	No			2012	Due for review –	2025/26
Newcastle LM							
Dannhauser LM	Yes	Yes				Waiting for Council approval	
Emadlangeni LM							

I Annexures

All sector plans referred hereto in this section are available as electronic documents. These sector plans can be provided by the municipality electronically upon request alternatively the municipal website has the Annexures .