

**UTHUKELA DISTRICT
MUNICIPALITY**



**INTEGRATED
DEVELOPMENT PLAN
2026/2027**

**Prepared by:
The Office of the
Municipal Manager:
IDP Unit**

TABLE OF CONTENT

1	INTRODUCTION.....	7
1.1.1	PURPOSE.....	7
1.1.2	WHO ARE WE.....	7
1.1.3	WARDS AND TRADITIONAL AUTHORITY.....	9
1.1.4	ECONOMIC PROFILE.....	9
1.1.5	LONG TERM VISION.....	10
1.1.6	ENVIRONMENTAL CHALLENGES AND OPPORTUNITIES.....	11
1.2	HOW THE IDP WAS DEVELOPED.....	12
1.2.1	PUBLIC PARTICIPATION.....	14
1.2.2	SECTOR DEPARTMENTS INVOLVEMENTS.....	17
1.2.3	ALIGNMENT WITH THE FAMILY OF MUNICIPALITIES.....	18
1.2.4	MEC COMMENTS ON THE 2025/2026 IDP.....	18
1.3	KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES.....	20
1.4	WHAT THE UTHUKELA DISTRICT MUNICIPALITY IS DOING TO UNLOCK THE KEY CHALLENGES.....	25
1.5	WHAT TO EXPECT FROM THE DISTRICT, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS.....	26
1.6	HOW PROGRESS WILL BE MEASURED.....	26
2	PLANNING AND DEVELOPMENT PRINCIPLES.....	27
2.1.1	NSDP PRINCIPLES.....	27
2.1.2	CRDC PRINCIPLES.....	27
2.1.3	BREAKING NEW GROUND – HUMAN SETTLEMENTS.....	27
2.1.4	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA).....	28
2.2	GOVERNMENT POLICIES AND IMPERATIVES.....	31
2.2.1	SUSTAINABLE DEVELOPMENT GOALS (SDGs).....	31
2.2.2	NATIONAL DEVELOPMENT PLAN.....	32
2.2.3	THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF).....	34
2.2.4	PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP).....	35
2.2.5	ALIGNMENT OF PGDP GOALS WITH SDG's.....	36
2.2.6	DISTRICT GROWTH AND DEVELOPMENT PLAN.....	37
2.2.7	STRATEGIC INFRASTRUCTURE PROGRAMME (SIPS).....	38
2.2.8	THE STATE OF THE NATION ADDRESS – 2026.....	38
2.2.9	THE STATE OF THE PROVINCE ADDRESS – 2026.....	47
2.2.10	THE 14 NATIONAL OUTCOMES.....	54
2.2.11	LOCAL GOVERNMENT OUTCOME 9.....	59
2.2.12	NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT(NSSD).....	59
2.2.13	THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY 2021 (PGDS).....	62
2.2.14	MEDIUM TERM DEVELOPMENT PLAN (MTDP)2024-2029.....	63
2.2.15	OPERATION SUKUMA SAKHE (OSS).....	66
2.2.16	DISTRICT GROWTH AND DEVELOPMENT PLAN.....	67
2.2.17	BACK TO BASICS.....	68
2.2.18	GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES THEM.....	73
3	SITUATIONAL ANALYSIS.....	76
3.1.1	DEMOGRAPHIC CHARACTERISTICS.....	76
3.1.2	TOTAL POPULATION AND GROWTH RATE.....	77
3.1.3	ETHNIC COMPOSITION.....	78
3.1.4	GENDER RATIO.....	78
3.1.5	AGE STRUCTURE AND AGE DEPENDENCY RATIO.....	79
3.1.6	DEMOGRAPHIC DEVELOPMENT TREND.....	80
3.1.7	MIGRATION (INTERNAL / EXTERNAL).....	81

3.1.8	HEALTH	82
3.1.9	SOCIO ECONOMIC DEVELOPMENT INDICATORS.....	85
3.1.10	INCOME AND INEQUALITY	87
3.1.11	GVA CONTRIBUTION PER SECTOR.....	88
3.1.12	POVERTY DIMENSIONS	90
3.1.13	KEY FINDINGS.....	91
3.2	SPATIAL ANALYSIS	92
3.2.1	REGIONAL CONTEXT	92
3.2.2	ADMINISTRATIVE ENTITIES	94
3.2.3	TRADITIONAL AUTHORITIES' AREAS	94
3.2.4	STRUCTURING ELEMENTS.....	95
3.2.5	EXISTING NODES AND CORRIDORS	97
3.2.6	STATUS OF LAND REFORM.....	104
3.2.7	LAND OWNERSHIP PATTERN	105
3.2.8	PROPOSED INDUSTRIAL DEVELOPMENT.....	106
3.2.9	LAND USE PATTERN	110
3.2.10	ENVIRONMENTAL ANALYSIS	112
3.2.11	STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)	139
3.2.12	SPATIAL AND ENVIRONMENTAL TRENDS	139
3.2.13	CROSS CUTTING ISSUES KEY CHALLENGES -SPATIAL AND ENVIRONMENTAL MANAGEMENT ...	141
3.2.14	SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS	142
3.2.15	DISASTER MANAGEMENT	143
3.3	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	158
3.3.1	MUNICIPAL TRANSFORMATION.....	158
3.3.2	ORGANIZATIONAL DEVELOPMENT	158
3.3.3	ORGANIZATIONAL STRUCTURE / ORGANOGRAM	162
3.3.4	MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS	164
3.3.5	HUMAN RESOURCE STRATEGY	164
3.3.6	HUMAN RESOURCE PLAN	165
3.3.7	MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT KEY CHALLENGES	169
3.3.8	MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS	170
3.4	BASIC SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS	171
3.4.1	WATER AND SANITATION	171
3.4.2	SOLID WASTE MANAGEMENT.....	195
3.4.3	TRANSPORTATION INFRASTRUCTURE	212
3.4.4	STATUS OF COMMUNITY FACILITIES.....	222
3.4.5	HUMAN SETTLEMENTS	226
3.4.6	UTHUKELA DISTRICT MUNICIPALITY COMPREHENSIVE INFRASTRUCTURE PLAN	238
3.4.7	PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT ELECTIONS	239
3.4.8	BASIC SERVICE DELIVERY & INFRASTRUCTURE KEY CHALLENGES	239
3.4.9	SERVICE DELIVERY & INFRASTRUCTURE SWOT ANALYSIS	240
3.5	LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS.....	241
3.5.1	SOCIO-ECONOMIC IMPACT OF COVID-19	241
3.5.2	PROCESS FOLLOWED IN THE REVIEW OF THE UTHUKELA ECONOMIC DEVELOPMENT AGENCY ECONOMIC DEVELOPMENT STRATEGY AND UTM ECONOMIC DEVELOPMENT STRATEGY FOR 2026/2027 FINANCIAL YEAR	242
3.5.3	INSTUTIONAL ARRANGEMENTS FOR LED AND LED CAPACITY IN UTHUKELA DISTRICT MUNICIPLITY	245
3.5.4	ECONOMIC DEVELOPMENT, NATIONAL, PROVINCIAL AND DISTRICT POLICIES.....	247
3.5.5	THE NATIONAL DEVELOPMENT PLAN 2011	247
3.5.6	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	248
3.5.7	UTHUKELA DISTRICT MUNICIPALITY GROWTH & DEVELOPMENT PLAN	249

3.5.8	ALIGNMENT OF UTHUKELA 2026/2027 LED PROGRAMMES AND DGDP INTERVENTIONS WITH PROVINCIAL PGDS.....	250
3.5.9	UTHUKELA AND ITS FAMILY OF MUNICIPALITIES CATALYTIC PROJECTS.....	251
3.5.10	UTHUKELA DISTRICT GROWTH AND DEVELOPMENT SUMMIT 2018.....	252
3.5.11	UTHUKELA LED VISION.....	253
3.5.12	LOCAL ECONOMIC DEVELOPMENT ANALYSIS.....	259
3.5.13	INCOME LEVEL	261
3.5.14	MAIN ECONOMIC CONTRIBUTORS	263
3.5.15	EXTENDED PUBLIC WORKS PROGRAMME (EPWP)	275
3.5.16	EXTENDED PUBLIC WORKS PROGRAMME (EPWP) POLICY	276
3.5.17	BUSINESS ATTRACTION AND RETENTION POLICY	277
3.5.18	JOB CREATION.....	277
3.5.19	GREEN ECONOMY INITIATIVES IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES	278
3.5.20	ECONOMIC DRIVERS	280
3.5.21	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGES	281
3.5.22	LED SWOT ANALYSIS	282
3.5.23	SOCIAL DEVELOPMENT	283
3.5.24	LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGE.....	297
3.5.25	SOCIAL DEVELOPMENT SWOT ANALYSIS	298
3.6	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS.....	299
3.6.1	FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS.....	299
3.6.2	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES	344
3.6.3	FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS	345
3.7	GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS.....	346
3.7.1	NATIONAL AND PROVINCIAL PROGRAMMES	346
3.7.2	INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES OPERATING IN UTHUKELA DM.....	354
3.7.3	MUNICIPAL STRUCTURES.....	362
3.7.4	COMMUNICATION STRATEGY.....	373
3.7.5	STATUS OF MUNICIPAL POLICIES	374
3.7.6	MUNICIPAL BYLAWS	375
3.7.7	MUNICIPAL RISK MANAGEMENT.....	375
3.7.8	PUBLIC PARTICIPATION ANALYSIS.....	377
3.7.9	ALIGNMENT OF UTHUKELA IDP WITH LOCAL MUNICIPALITY'S IDP.....	377
3.7.10	WARD BASED PLANNING	378
3.7.11	GOOD GOVERNANCE & PUBLIC PARTICIPATION KEY CHALLENGES.....	379
3.7.12	GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS.....	380
3.7.13	COMBINED SWOT ANALYSIS	381
3.7.14	COMBINED KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES	383
4	MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES.....	389
4.1	MUNICIPAL VISION.....	389
4.1.1	MUNICIPAL MISSION STATEMENT	389
4.1.2	CORE VALUES AND MUNICIPAL GOALS.....	390
4.1.3	STRATEGIC OBJECTIVES FOR 2026/2027.....	391
5	STRATEGIC MAPPING	418
5.1.1	ENVIRONMENTAL SENSITIVE AREAS.....	418
5.1.2	AGRICULTURAL POTENTIAL	420
5.1.3	DISASTER RISK PROFILE.....	422
5.1.4	DESIRED SPATIAL FORM.....	424
5.1.5	DESIRED SPATIAL FORM AND LAND USE	425
5.1.6	SPATIAL RECONSTRUCTION OF THE MUNICIPALITY	427
5.1.7	LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY	429
5.1.8	SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES	432

5.1.9	PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT	434
5.1.10	STRATEGIC INTERVENTION	436
5.1.11	AREAS WHERE PRIORITY SPENDING IS REQUIRED	437
5.1.12	TOURISM.....	438
5.1.13	IMPLEMENTATION PLAN FOR 2026/2027	440
5.1.14	UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2025/2026.....	462
5.1.15	UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2026/2027.....	466
5.1.16	LOCAL MUNICIPALITIES PROJECTS AND PROGRAMMES.....	468
5.2	SECTOR INVOLVEMENT	475
5.2.1	DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS	478
5.2.2	DEPARTMENT OF ENVIRONMENTAL AFFAIRS	479
5.2.3	DEPARTMENT OF HUMAN SETTLEMENTS	480
5.2.4	DEPARTMENT OF TRANSPORT.....	488
5.2.5	DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT.....	495
5.2.6	DEPARTMENT OF ARTS AND CULTURE	501
5.2.7	DEPARTMENT OF HEALTH.....	508
5.2.8	DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS	512
5.2.9	DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES	517
5.2.10	ESKOM	521
5.2.11	DEPARTMENT OF PUBLIC WORKS.....	523
5.2.12	DEPARTMENT OF EDUCATION.....	527
5.2.13	DEPARTMENT OF SOCIAL DEVELOPMENT	535
6	FINANCIAL PLAN	542
6.1	OVERVIEW OF THE MUNICIPAL BUDGET	542
6.1.1	FINANCIAL STRATEGIES OVERVIEW FOR 2026/2027	558
6.1.2	DETAILED FINANCIAL ISSUES AND STRATEGIES	563
6.1.3	REVENUE RAISING STRATEGIES	564
6.1.4	POLICY DEVELOPMENT AND REFINEMENT STRATEGY	564
6.1.5	KEY SUPPORT PROGRAMMES	565
6.1.6	SUMMARY OF AG REPORTS AND RESPONSES	567
6.1.7	DEPARTMENTAL PROJECTS COMMITTED FUNDING.....	567
7	ANNUAL OPERATIONAL PLAN (SDBIP).....	570
8	ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM	571
8.1	HOW THE OPMS IS APPLIED IN THE MUNICIPALITY.....	571
8.2	IDP, BUDGET, PMS INTEGRATION THROUGH SDBIP'S	573
8.3	INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 56 CONTRACTS)	574
8.4	ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR INCLUDING THE CORRECTIVE PERFORMANCE MEASURES.....	574
9	ANNEXURES	578

SECTION A:

EXECUTIVE SUMMARY

1 INTRODUCTION

1.1.1 PURPOSE

This document presents the fourth review of the 5th generation Integrated Development Plan (IDP) (2026/2027) for uThukela district municipality (UTDM). The IDP is prepared in compliance with the requirements of Chapter 5, particularly Section 25 of Local Government Municipal Systems Act (32 of 2000), which obliges a municipal council to adopt a single, all-inclusive, and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. It outlines a development programme for the municipality for the period 2026/2027. The 2026/2027 uThukela IDP informs the budget and tries to respond to community needs considering the financial constraints in the municipality. The document sets the level of economic growth for the district thereby identifying economic opportunities and areas of investments. It is important to indicate that this document is aligned to the recently endorsed uThukela District One Plan.

1.1.2 WHO ARE WE

uThukela district municipality (DC23) is one of ten district municipalities in the Province of KwaZulu-Natal. uThukela district municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. uThukela district municipality has three district municipalities bordering onto it within the Province of KwaZulu -Natal, namely Amajuba, uMzinyathi and uMgungundlovu.

uThukela district municipality consists of three local municipalities namely:

- ⇒ Alfred Duma (KZN238)
- ⇒ Inkosi Langalibalele (KZN237)
- ⇒ Okhahlamba (KZN235)

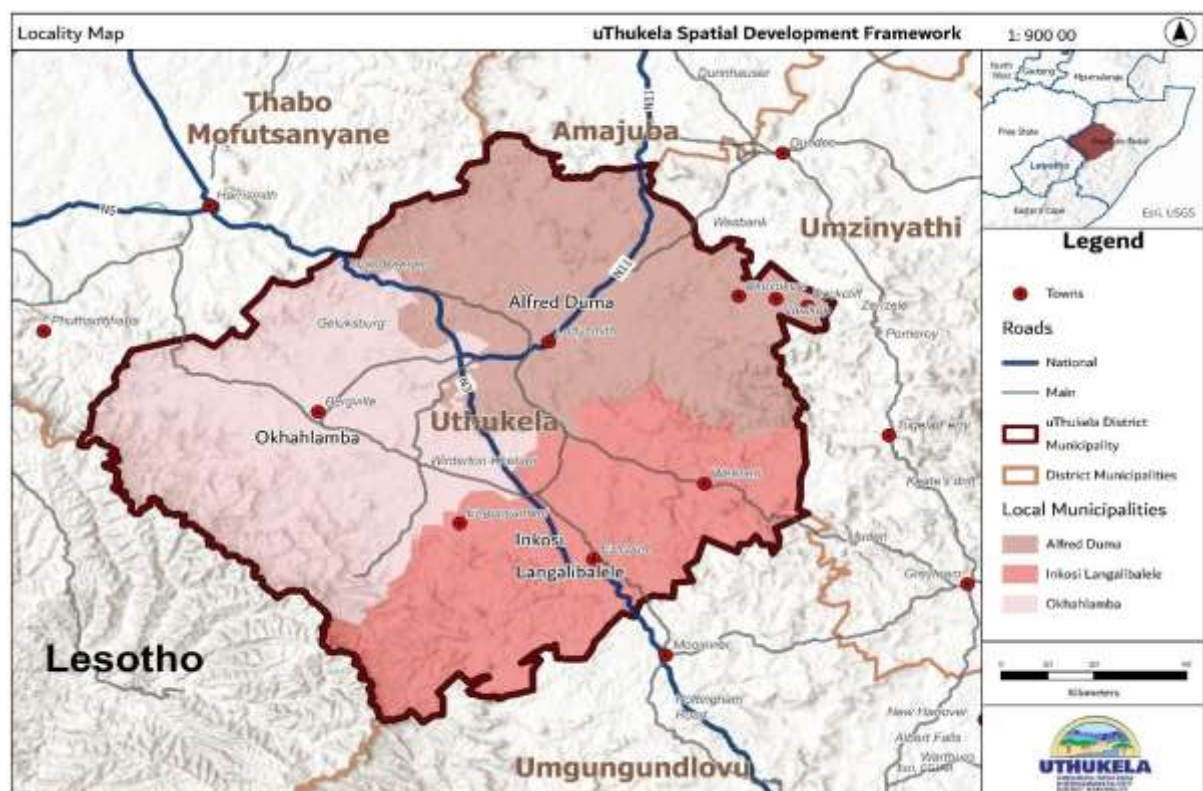
The size of uThukela district municipality is approximately 11500 km². Alfred Duma is occupying 3 957.63 km², Inkosi Langalibalele 2 958.59 km², Okhahlamba which is occupying 3540.63km². uThukela district municipality is 75 % rural and most of the areas are comprising of traditional areas.

According to the Statistics South Africa ,2022, the total population in the UTDM is estimated at 789 092 people, spread unevenly among the (76) wards. The 1.6% growth in population is noticeable from 2016 to 2022 as per the 2022 Statistics SA CENSUS. Within the district Females are more than male

and are occupying 421 441 (53,5%) in this category whereas male is on 367 651 (46,5%). The dependency ratio in uThukela declined from 70.9% between 2016 to 65.5% in 2022.

Generally, uThukela District experienced a decline in its dependency ratio between 2016 and 2022. However, the ratio is high when compared to the provincial (65.4%) and national (58.7%) averages. Most of the people that lives in uThukela district municipality are Africans and Coloureds are minority. Below are the maps of uThukela district municipality, wards, and tribal authorities.

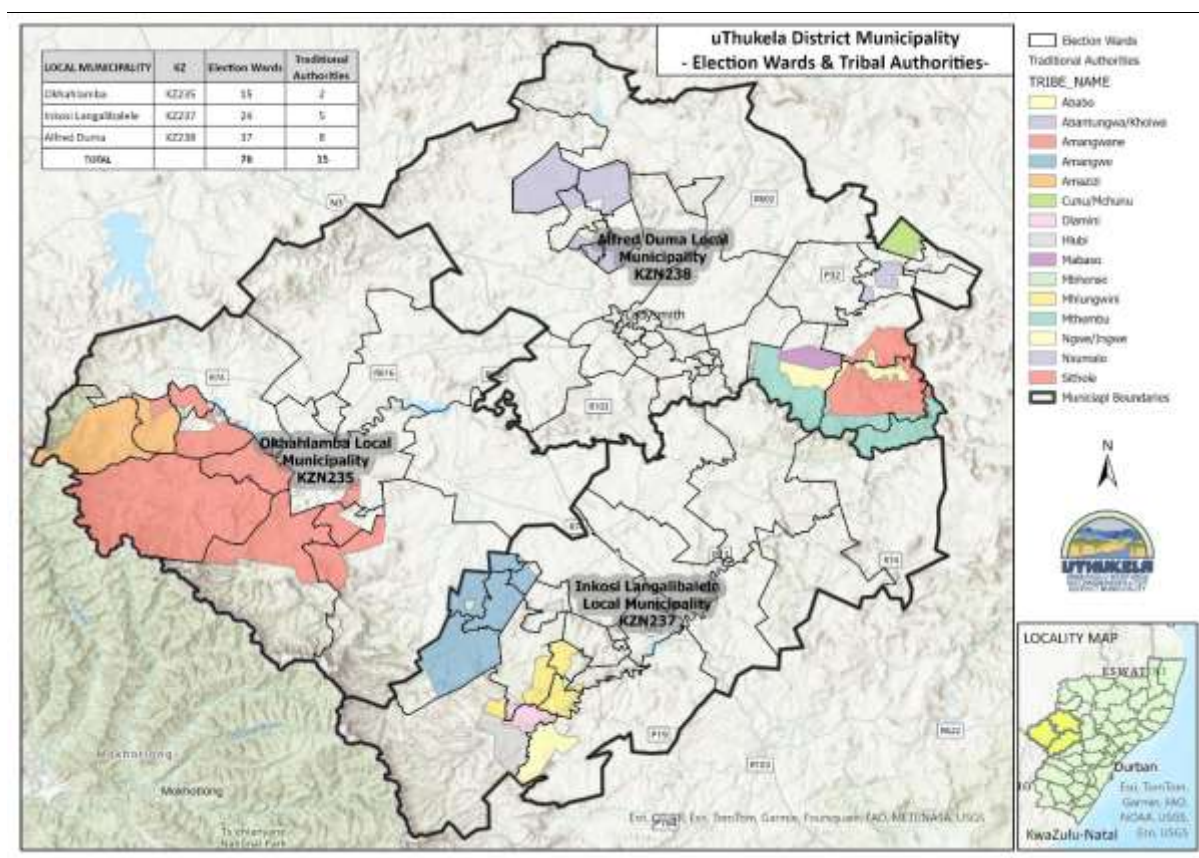
Figure 1: uThukela DM Map



(SOURCE; UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK,2025)

1.1.3 WARDS AND TRADITIONAL AUTHORITY

Figure 2: Wards and Tribal Authority Map



(SOURCE; UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025)

1.1.4 ECONOMIC PROFILE

Economic development is uneven across the district, with large disparities across local municipalities. Alfred Duma local municipality is dominated by smaller towns being less developed. Outside the urban areas, there are areas of rural poverty and some wealthier commercial farming areas, especially in Okhahlamba. In terms of employment and GVA, Okhahlamba and Inkosi Langalibalele are primarily agricultural followed by Alfred Duma. Community services consistently dominate in terms of employment in all local municipalities besides Alfred Duma where manufacturing is neck to neck with community services.

Alfred Duma local municipality is the economic hub of uThukela district municipality and dominates the spatial economy of the district. Manufacturing is mostly concentrated in Ladysmith but there are some limited industrial activities, which are in Estcourt. Other municipalities have relatively small

economies that are dependent on community services. Okhahlamba has a window of opportunity to improve in agriculture and tourism economies.

Major players in the manufacturing sector in Ladysmith are sumitomo rubber products formerly known as Dunlop and the Defy plant. Estcourt has manufacturers like Nestle, Eskort meat factory, Clover SA and Narrowtex factory. Okhahlamba has Ukhahlamba Drakensberg World Heritage site and Alfred Duma is linked to the popular Battlefields products. There is an opportunity to exploit economic opportunities in the tourism sector in Okhahlamba and Alfred Duma local municipalities.

1.1.5 LONG TERM VISION

In the formulation of the uThukela DM vision, the following visions and goals were considered from these organisations:

- Sustainable Development Goals 4, 11, 13, 15
- Sendai Framework for Disaster Risk Reduction 2015-2030
- NDP Vision 2030
- New Urban Agenda commitments
- uThukela 2026/2027 SDF vision

The common thread within all the above visions and goals is the acknowledgement of the need for sustainable job creation, addressing the issue poverty and inequality, environmental sustainability, efficient service delivery, and risk management.

uThukela district municipality had a strategic planning session on the 21st of April 2026 where it defined its strategy, or direction, and making decisions on allocating its resources to pursue the strategy and to control mechanisms for guiding the implementation of the strategy.

Therefore, the Municipal vision is as follows:

“By 2030, uThukela District will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development”

1.1.6 ENVIRONMENTAL CHALLENGES AND OPPORTUNITIES

ENVIRONMENTAL CHALLENGES	ENVIRONMENTAL OPPORTUNITIES
♦ Lack of environmental education in general: uThukela DM has a serious lack of critical environmental planning tools. The Integrated Waste Management Plan (IWMP) is under review to address the key challenges regarding waste management. The Air Quality Management Plan (AQMP) is under review to address key challenges regarding air quality related issues. Alien Invasive Species Removal Plan-the municipality does not have the plan to deal with alien invasive species. ♦ Deeply rural, agrarian and poverty-stricken communities ♦ Disasters due to climate change: The district is prone in several natural hazards which have increased due to climate change and its impact is severe to poor people. The district is working with local municipalities to capacitate their disaster management centre, to conduct risk assessment and develop mitigation strategies in their respective area of jurisdiction. ♦ Lack of environmental planning tools to govern natural environment: Lack of sufficient environmental education and awareness. uThukela DM does participate in environmental education and awareness activities which include amongst others the following: School Environmental education program, Integrated Environmental Management Workshops. Commemorations of environmental calendar days e.g. Wetlands Celebration, Water Week, Arbor Month, World Environment Day ♦ Lack of resources to mitigate and prevent incidents of disasters: The municipality is operating with unfunded budget, which means the municipality need to implement mitigation strategies that can be done without budget. The municipality will implement more community awareness and training programmes targeting vulnerable people such children, women & disable etc., the program will also target traditional leaders and war rooms. ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas (CBAs)	♦ IDP identified the need for a regional airport and the development of the N3 corridor. ♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. ♦ Integration of social, economic, and environmental factors into planning, implementation and decision making this leads to sustainable development. ♦ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area. ♦ Creation of green job opportunities through conservation of environment; this contributes to green economy

1.2 HOW THE IDP WAS DEVELOPED

The uThukela district municipality 2026/2027 IDP is prepared in accordance with the requirements of the Municipal Systems Act and the related regulations, which stipulate the following:

Section 25 (1) of the Municipal Systems Act (2000)

Each municipal council must within a prescribed period after the start of its elected term adopt a single all-inclusive and strategic plan for the development of the municipality which:

- a) Links, integrates, coordinates plan, and considers proposals for the development of the municipality.*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan.*
- c) Complies with the provisions of this Chapter; and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

The 2026/2027 IDP of uThukela district municipality is anticipated to serve as a strategic guide for government department's investment and development generally. It is based on the issues expressed by all stakeholders and is informed by the national and provincial development obligations. Its objectives are as follows:

- ✓ To involve communities and other key concerned and affected parties in municipal matters, predominantly continuous integrated development process.
- ✓ To inform budgets and service delivery programs of various government departments and service organizations.
- ✓ To position the district municipality to make a meaningful contribution towards meeting the provincial development targets and priorities.
- ✓ To guide decision making in respect of service delivery and investment.
- ✓ To play a coordinating role on activities of several service delivery
- ✓ To ensure that the needs of the community are addressed in the IDP.

The following table presents the activity programme of the uThukela district municipality IDP for 2026/2027 financial year.

MONTH	IDP REVIEW	BUDGET
July & Aug 2025	- Drafting of the IDP framework and Process plan - Alignment of IDP and budget process plans - Submission of the draft Process and Framework Plan to COGTA - Advertisement of the IDP framework and process plan 1st IDP Supporting Structure Committee Meeting 1st IDP Steering Committee Meeting - Adoption of IDP Framework and Process Plan - Submission of the adopted Process plan to COGTA	Drafting of the Budget Process plan Alignment of Budget process plan with IDP process plan Annual Financial reports to Council Finance to provide incomes allocation (DORA)
Sept 2025	- Review Municipal Vision - Review of Objectives and Strategies - Identify outstanding Sector Plans - Integrate sector plans. - IDP input into provincial adjustment budgets	Addressing the policy issues
Oct 2025	- Review of Spatial Development Framework - Projects identification and prioritization - Develop KPI's targets, timeframes etc. where impacted upon by reprioritization. - Align with draft budget estimates	Departments submit their budgets as per allocation
Nov 2025	- Municipal alignment meeting - Alignment meeting between DM & Province to revised 3-year MTEF. - Alignment between DM, LMS and SDF - Alignment meeting with family of municipalities - SDF Alignment between the bordering district municipalities	Auditor General to complete audit within 3 months of receiving financial statements
Dec 2025	IDP best practice conference	
Jan 2026	Finalization of the SDF	Mayor to table the adjusted budget. Mayor to table annual report to Council
Feb 2026	- Updating of municipal CIP and MTEF based on Draft DORA allocations. - Meeting COGTA and municipalities on IDP Review assessments - Updating of municipal CIP and MTEF based on Draft DORA allocations. - Needs analysis meetings	MM of the DM to notify LMs of capital allocations 120 days before start of budget year
Mar 2026	- Strategic planning workshop - Adoption of the Draft IDP - Submission of the Draft IDP to COGTA	Mayor tables the budget to Council at least 90 days before the start of the budget year Council to consider the report

April 2026	- Decentralized IDP assessment forums - IDP/Budget Road shows	IDP/Budget roadshows Mayor to get views of local community on budget between 30-90 days of budget approval. MM to table the report. Acc. Officer to publicize Gazetting of Dora allocations
May 2026	- IDP feedback session - Advertise IDP for 21 days for public participation and incorporate comments where possible including comments raised in the analysis. - Exco approval, recommend to the Council. - Council Approval of the IDP	Approval of the budget by the end of May 2026
June 2026	- Submission of the adopted IDP to the MEC - Advertise the Adopted IDP in the local newspaper within 14 days of the approval	

1.2.1 PUBLIC PARTICIPATION

The public participation for 2026/2027 financial year took place in April and May 2026. In this consultation, the district municipality presented both draft IDPs and a draft Budget to the community to tell them of what has been budgeted for. By doing so, the municipality was trying to strengthen the communication between them and the community. The following table shows the areas that were visited by the municipality as well as the summarized comments and inputs raised by the communities in the 2026/2027 financial year:

LM	Venue	Time	Date	Activity
District wide	UTDM committee room 1	10:00AM	28 April 2026	Engagement with Amakhosi and Izinduna
		17:00PM	28 April 2026	Business Sector
Okhahlamba	Vimbukhalo sportsground, ward 14	12:00PM	21 May 2026	Engagement with communities

NB: The municipality had an engagement with Amakhosi and Izinduna on the 28th of April 2026 as per the above schedule.

Summary of comments raised during the 2026/2027 consultations.

ENGAGEMENT WITH AMAKHOSI

UTHUKELA DISTRICT MUNICIPALITY BOARDROOM

28 APRIL 2026

10H00 AM

INKOSI NKWANYANA

- It won't be a good idea for communities to pay for services such as water since the cost of living is too high at this point in time.

INKOSI SITHOLE

He pointed out the following:

- The municipality should promote incentives to business and the community to improve the collection rate.
- Creating a conducive environment for retaining existing business and attracting new business, this will also contribute to creating new job opportunities.
- Old factories to be revamped.
- Support of cooperatives.

INKOSI KHUMALO

He indicated the following

- He stated that spring protection should be considered as an alternative for water source, and be monitored
- Bylaws to be amended to fit the current situation at grass root level.

INKOSI MABASO

He postulated the following in his area (eMhlumayo)

- Water tankers should be useful to communities
- Water project-Nkomishana is moving water from KwaMabaso to St Chads and leave the communities without water
- Request to compensate Amakhosi for attending meetings
- Not supporting the idea of paying for services such as water
- Spring protection
- Water tankers do not assist the communities that have water crisis
- The issue of illegal connection to be looked at
- All the pump stations to be guarded by security guards

CIVIL SOCIETY, RATE PAYERS AND BUSINESS SECTOR

UTHUKELA DISTRICT MUNICIPALITY BOARDROOM

17:00 PM

- Embizeni Water Treatment Works must be upgraded and be budgeted for., even though it falls under Section 63.

- Ladysmith Water Treatment Works must be budgeted for maintenance of infrastructure.
- The proposed budget must be divided into specific municipalities within the uThukela District Municipality.
- The dysfunctional sewer pump stations and sewer farm must be included in the draft budget.
- The proposed rehabilitation and replacement programme for all asbestos pipes in all paying areas must be considered.
- Fire hydrants in all paying and unpaying wards are dysfunctional, with Alfred Duma Municipality complaining that their fire engine is put under strain due to nonfunctional fire hydrants.
- Unattended to burst pipes, water leaks, blocked sewers are also one of the key reasons for objecting to the proposed tariff increases.
- Clean purified water disruptions from both water treatment plants for unpaid overtime, lack of water treatment chemicals and un-official plant shutdowns due to no salary payment issues.
- The proposed tariff increases are above CPI and yet the GDP for Districts is on the decline.
- The proposed increase for households of 20% has been rejected.
- The proposed increase for businesses of 20% has been rejected.

DISABILITY SECTOR AND VULNERABLE GROUPS WITHIN THE ALFRED DUMA LOCAL MUNICIPALITY

UTHUKELA DISTRICT MUNICIPALITY BOARDROOM

17:00 PM

- The municipality is requested to review the proposed 20% increase for water and sanitation because is above the CPI
- The request to consider at least 5% increase for households and 6% increase for businesses
- Request to include CAPEX for repair sewer pump stations and sewer Farm
- Prioritize the asbestos pipe replacement programme
- Request to address water losses caused by burst pipes, leaks and blocked sewer
- The municipality must budget for Ladysmith WTW and Embizeni
- Request for sanitation infrastructure refurbishment
- The municipality must budget for fleet management and maintenance
- The municipality must commit to 24/7 water supply for all households and businesses
- Municipal water tankers should be dispatched to communities in case of planned maintenance
- Request to increase the kiloliters from 6 to 10 for indigent.
- Indigent applications should be made during the month of March every year

1.2.2 SECTOR DEPARTMENTS INVOLVEMENTS

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget (DDM) by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the review of the 2026/2027 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 30 January 2026, and the level of participation was satisfactory.

On the 7th of May 2026, uThukela and its family of municipalities participated in the IDP Feedback and Alignment Sessions that was organized by KZNCOGTA, in this session Sector departments were afforded opportunities to share projects and budget information for inclusion in the final 2026/2027 IDP's and to indicate support towards Sector Plans and Policies development /review.

The other approach that was used by the family of uThukela municipalities in the review of the IDP 2026/2027 financial year was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

Department of Human Settlement, Dept of Public works	Department of Agriculture, Land Reform and Rural Development
Department of Transport	Dept of Social development
Department of Land Reform and Rural Development	Department of Co-Operative Governance and Traditional Affairs (COGTA)
ESKOM	Department of Health
Department of Economic Development and Tourism	Department of environment, forestry and fisheries
Statistics SA	Department of Arts and Culture
Department of Education	Department of Water and Sanitation

1.2.3 ALIGNMENT WITH THE FAMILY OF MUNICIPALITIES

Strategic meetings were held involving the district and family of municipalities with the primary aim of aligning this IDP with those of the local municipalities. The local municipalities in our family of municipalities are also invited into our strategic planning session, and the district partake to theirs to ensure alignment. The purpose of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level, but meetings are rotated among the municipalities of the family. The alignment started at the initial stages where all the IDP managers met to discuss the process to be followed. The process was instrumental in ensuring that the 2026/2027 IDP review is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2026/2027 financial year, as listed in this IDP, emanated from the discussions held with family of municipalities.

1.2.4 MEC COMMENTS ON THE 2025/2026 IDP

It is important to note that the uThukela's IDP for 2025/2026 was submitted to the MEC for KZN COGTA, where it was assessed as to comply with section 32(1) (a) of the Municipal Systems Act, Act No.32 of 2000. **The 2025/2026 IDP attained an overall credibility rating of 79.09%.** The following comments were raised:

The following table summarizes the comments from the 2025/2026 IDP Review and how the 2026/2027 IDP review addresses, the issues raised:

KPA	ISSUE RAISED	2026/2027 IDP RESPONSE
Municipal Transformation & Institutional development	The municipality must ensure filling of the vacant Section 54 and 56 post and ensure that the information provided in the IDP is consistent throughout the IDP document.	All the senior managers positions are filled except the position CFO. The recruitment has started, and this position will be filled by July 2026.
	The Municipality is encouraged to conclude this KPA analysis with identification of the key challenges.	This KPA has now been concluded with the identification of key challenges.

Local economic development	The municipality is encouraged to align the activities of the District Development Agency (DDA) to address the issues of Human Resource Capacity. The LED intervention funding remains constant through the years	The 2026/2027 IDP indicates the alignment of the parent municipality and the agency. This was discussed at length in the strategic planning that the Agency must be a driver and source partnerships for projects implementation.
Basic service delivery	It is requested that the water and sanitation projects are listed over the five-year planning horizon using the Infrastructure Delivery Management (IDMS) phases as required by National Treasury to improve alignment and implementation.	It is now addressed in this 2026/27 IDP to ensure proper alignment
Financial viability & management	The Financial Viability and Management section can be improved in the IDP by providing a three-year annual collection rate, indicate Debt write off amount and indicate challenges in data cleansing, write off and impairments.	This was considered in this final 2026/2027 IDP
Good governance & Public participation	The municipality is encouraged to include a list with the adoption and promulgation status of all bylaws	This has now been addressed in this 2026/2027 IDP document.
Cross cutting issues	The Spatial Development Framework is not fully compliant with section 21. The SDF should prioritise the SDP 5-year plan and focus on the long-term vision. The municipality is advised to update the information on Disaster Management Disaster risk reduction initiatives do not reflect budget allocations	The reviewed SDF for 2026/27 is now aligned to section 21. The Disaster management information to inform 2026/2027 has now been updated accordingly. The 2026/2027 IDP indicates the disaster risk reduction initiatives with budget allocations, noting the financial constraints that the municipality is facing.

1.3 KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

A challenge is something new and difficult which requires great effort and determination. The new government's first challenge is the economy. Considering the current economic climate and global recession, substantial strides have been made to address the key development challenges in the municipality. There is, however, some distance to go towards addressing the following challenges.

Municipal Transformation & Organizational Development Key Challenges

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

KEY CHALLENGE

- ◆ Shortage of skilled staff to perform certain functions: The municipality faces a critical vacancy rate in technical and specialized roles. **Technical Deficit:** A lack of registered professional engineers and project managers has resulted in a reliance on external service providers, escalating operational costs. **Retention Issues:** UDM acts as a "training ground" where staff gain experience and then migrate to larger metros or the private sector due to the current instability of the district. **Consequence:** Delayed implementation of Capital Infrastructure Projects (MIG grants) and poor water service maintenance.
- ◆ Poor condition of municipal buildings and other facilities versus budget constraints: The "unfunded" status of the municipal budget remains the primary barrier to facility management. **Facility Degradation:** Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. **Financial Constraint:** With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. **Operational Impact:** Frequent equipment breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce.
- ◆ Low staff morale: The "unfunded" status of the municipal budget remains the primary barrier to facility management. **Facility Degradation:** Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. **Financial Constraint:** With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. **Operational Impact:** Frequent equipment breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce.
- ◆ Systems and procedures: The Auditor-General's reports consistently highlight weaknesses in internal control environments. **Lack of SOPs:** The absence of formalized Standard Operating Procedures (SOPs) across departments leads to inconsistent decision-making and procedural unfairness. **Manual Processes:** Dependence on manual systems for leave management and overtime tracking increases the risk of "fruitless and wasteful expenditure." **Compliance Gaps:** Failure to strictly adhere to the Local Government: Municipal Systems Act and MFMA regulations regarding consequence management remains a high-risk area.

Basic Service Delivery & Infrastructure Key Challenges

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

KEY CHALLENGE	◆ Service Backlog (water and sanitation) The municipality is experiencing backlogs as far as the water and sanitation is concerned. More houses are being built that makes it difficult for the municipality to eradicate the backlogs sooner. ◆ Ageing Infrastructure The water and sanitation infrastructure at uThukela district municipality is very old and bursting pipes are a common denominator since those pipes are asbestos. ◆ Poor infrastructure maintenance strategies Operational and maintenance budget needs to be reviewed at least to meet the required standard of 8%. ◆ Failure to complete projects on time Some service providers are failing to complete projects as per the stipulated time which delays the supply of water to communities ◆ Water losses The municipality is losing a lot of water that is unaccounted for due to unreported leaks etc. ◆ Vandalism of infrastructure The municipality is facing a very serious problem of vandalism of water and infrastructure that deprives the community of getting water.

Local Economic Development & Social Development Key Challenges

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY CHALLENGE	Lack of coordination of LED initiatives: This is due to poor stakeholder collaboration. There is very limited interaction between the district municipality and the local municipalities, leading to initiatives that work in silos rather than in a strategic manner. The district often focuses on short-term, unsustainable projects rather than creating an enabling and growing economic environment – promoting an incremental and strategic planning approach to local economic development. (add the red text if you see fit). High level of unemployment The issue of not being able to match people's skills to jobs and the low level of education has contributed to the high level of unemployment in the district. A portion of the labour force lacks the skills that are needed to be employed, with most of them without matric certificate. There is also the issue of spatial inequalities within the district, where many people live in the rural areas far from the economic hubs which makes it difficult to search for jobs. Lack of economic diversity and competitiveness of small towns This is caused by the lack of reliable water, electricity, sanitation, and digital connectivity discourages new business investments. Another issue that the district experiences is the while the informal sector is large, there is still a high "red tape" and a lack of business knowledge on how to prevent these enterprises from being formalized. Increased incidents of HIV/AIDS prevalence

The issue of poverty and inequality promotes instability and increased risk. Gender disparity in the district also plays a role in the rate of HIV prevalence, where the prevalence is higher in women than in men and the district has more women than men.

Agriculture and tourism potential not fully exploited

These remain significantly underutilized in the district. One challenge is the poor infrastructure, especially poor roads leading to our popular tourist attractions which discourage tourists from visiting those locations. There are also poor roads in rural areas, which prevent farmers from travelling products to and from markets. Another challenge is the disconnect between tourism and agriculture, where integrated tourism plans that include protected areas and agricultural zones prevent these sectors from receiving necessary resources.

Economic stagnation and poor economic infrastructure

Infrastructure failure has played a significant role in this challenge. The district experiences water/sanitation system failures, which has paralyzed economic activity and discouraging investment. In addition to this, electricity and road management systems are experiencing decay in both urban centers and rural areas.

Alignment with provincial and national economic development initiatives

Within the district, there is an incremental disconnect between the Spatial Development Framework and national spatial priorities, leading to development interventions that do not target the poorest areas effectively. Another issue is that policy-implementation gap to guide the district, causing the district to work in a silo.

High Poverty rate

This is because of the high level of youth unemployment and limited job opportunities. Another reason is that there is underinvestment in rural areas, leading to poor social infrastructure (inadequate schools, limited access to healthcare).

Lack of marketing of the District as a Tourism destination and investment destination

This is because of the funding constraints in the tourism sector and the district, and poor investor confidence. The lack of investors is because there is little information and clear details of investment opportunities, a lack of visibility and professional branding.

Financial Viability & Financial Management Key Challenges

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

KEY CHALLENGE

- ◆ Due to financial constraints grant funding is used to fund operational expenditure which causes delays in grant expenditure
- ◆ The municipality had a operating deficit at the end of the 2024/2025 financial year of R50,766,551 cash and cash equivalents amounted to R10,897,083 while unspent grants were R19,126,543 which is a clear indication that the unspent grants are not cash backed.
- ◆ The municipality covers large rural areas with high unemployment rate. Even though the municipality embargoed in an indigent registration program from 18 June 2025 to 30 July 2025 to assist consumers

	with indigent registration the response was poor and only 1,600 consumers registered. The incident register is therefore grossly understated. ♦ The municipalities grant dependency rate is currently at 60%. This is because of the municipalities' inability to collect outstanding debt and billing inaccuracies. ♦ Illegal connections is a big concern as they impact directly on production cost and billing inaccuracies. The municipality has placed a notice on the consumer debtors' statement for the month of January 2026 to inform consumers that all illegal connections must be removed immediately, failing which the municipality will issue fines in terms of the water services bylaws and tariff policy. ♦ Municipal tariffs are not cost reflective. Tariffs were adjusted upwards by 13% as from 1 July 2025 in respect of the 2025/2026 financial year. The municipality intends to gradually increase tariffs until they become cost reflective. The proposed tariffs increase in 2026/2027 is about 20%. ♦ The inconsistency of billing is the result of several factors such as faulty meters, meters underground, buildings erected over meters, estimates, meters recording airflow, incorrect readings recorder and illegal connections. ♦ Revenue is affected by inconsistent billing as eluded from point no 6 above. The municipalities debtors' book is currently sitting at r 1,284m even though r260m irrecoverable bad debt was written off during the 2024/2025 financial year. The municipality's collection rate is below the norm and is currently at 40%. ♦ Failure by the municipality to spend capital grants as stipulated by the grant funders is causing unspent grants to be withhold. This is the result of grant money being used to fund operational expenditure.

Good Governance & Public Participation Key Challenges

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY CHALLENGE	♦ Failure to provide resources to implement the risk response action plans strategies to reduce the impact of the risk materializing; To develop a risk response action plan requires financial resources and due to unfunded budget and financial constraints, the risk response action plans cannot be implemented, resulting in risks materializing. ♦ Increased incidents of HIV/AIDS and communicable diseases. Stigma and Discrimination: Societal, self-stigma, and fear of discrimination are significant barriers that prevent individuals from seeking HIV testing, disclosing their status, and accessing care, particularly among key populations (men who have sex with men, people who inject drugs, sex workers). Structural Inequalities and Poverty: Poverty, unemployment, lack of education, and gender-based violence, especially in regions like sub-Saharan Africa, drive high rates of infection, particularly among adolescent girls and young women who often cannot negotiate safe sex. Healthcare System Fragility: Many regions with high HIV burdens face shortages of trained staff, poor infrastructure, and weak laboratory systems for monitoring viral loads. Late Diagnosis and Treatment Gaps: Many individuals are diagnosed with HIV only after it has progressed to an advanced stage (AIDS), leading to higher mortality rates. There is also a significant gap in treatment for children, who are less likely than adults to receive ART. Emerging Drug Resistance and Co-infections: As ART usage increases, HIV drug resistance has begun to rise, threatening the effectiveness of current treatments. Additionally, TB remains a leading cause of death among people with HIV. Funding Shortfalls and Shifting Priorities: Waning political commitment and reduced international funding for HIV programs, exacerbated by the need to address other health crises (like COVID-19 or non-communicable diseases), threaten the sustainability of care, particularly in resource-limited settings. Key Populations and Criminalization: Punitive laws and the

criminalization of behaviour in some countries prevent key populations from accessing necessary prevention and treatment services. **“These challenges call for a "mainstreaming" of HIV activities, stronger, community-led interventions, and an improved focus on equity and rights-based approaches to ensure that no one is left behind in the effort to end the epidemic by 2030.”**

- ♦ High levels of crime and risk
- ♦ Lack of cooperation from sector departments: There is a communication barrier with sector department but in recent years there's an improvement of sector department due to the new strategies from COGTA.

Cross Cutting Issues Key Challenges

CROSS-CUTTING ISSUES

KEY CHALLENGE

- ♦ Lack of environmental education in general: **uThukela DM has a serious lack of critical environmental planning tools.** The Integrated Waste Management Plan (IWMP) is under review, to address the key challenges regarding waste management. The Air Quality Management Plan (AQMP) of the municipality is under review to address key challenges regarding air quality related issues. Alien Invasive Species Removal Plan-the municipality does not have the plan to deal with alien invasive species.
- ♦ Deeply rural, agrarian and poverty-stricken communities
- ♦ Disasters due to climate change: The district is prone to several natural hazards which have increased due to climate change and its impact is severe to poor people. The district is working with local municipalities to capacitate their disaster management centre, to conduct risk assessment and develop mitigation strategies in their respective area of jurisdiction.
- ♦ Lack of environmental planning tools to govern natural environment: **Lack of sufficient environmental education and awareness.** uThukela DM does participate in environmental education and awareness activities which include amongst others the following: School Environmental education program, Integrated Environmental Management Workshops. Commemorations of environmental calendar days e.g. Wetlands Celebration, Water Week, Arbor Month, World Environment Day
- ♦ Lack of resources to mitigate and prevent incidents of disasters: The municipality is operating with unfunded budget, which means the municipality need to implement mitigation strategies that can be done without budget. The municipality will implement more community awareness and training programmes targeting vulnerable people such children, women & disable etc., the program will also target traditional leaders and war rooms.
- ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas (CBAs);

1.4 WHAT THE UTHUKELA DISTRICT MUNICIPALITY IS DOING TO UNLOCK THE KEY CHALLENGES

To unlock the challenges, the municipality is committed to pay more attention on the following in the 2026/2027 financial year:

Good governance and public participation: The municipality is committed in conducting its public affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation, and responsiveness to the need of the people. Consultation with stakeholders is a continuous process within uThukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

Municipal transformation and organisational development: The municipality is committed in establishing effective systems that will enable them to deliver services effectively and efficiency and this include amongst other things the retaining and attracting qualified, experienced, and dedicated staff.

Basic service delivery and infrastructure development: It is the duty of the local government to provide basic services to communities. uThukela district municipality as one of the spheres of government is committed to deliver the services to all the community of uThukela and to play a coordinating in services that do not fall within its mandate. The water and sanitation which is the main core function of is also taken into cognisance.

Local economic development: The municipality has a responsibility to create a conducive atmosphere for investment. As such, the municipality is committed to work with other government agencies and departments to deliver state of the art economic infrastructure that will facilitate development of effective service and industrial sectors. The initiation of the Agri-Park and RASET programme is also meant to play a significant role in uplifting the rural economy of uThukela district and its family of municipalities. In addition to that, the uThukela district municipality has the uThukela Development agency in place that is assisting in uplifting the economy of the district. The agency is up and running.

Municipal financial viability and management: uThukela district municipality will make certain that is able to generate sufficient funds to be able to deliver services and facilitate development. Most importantly, the municipality will ensure that public funds are managed and utilized in an accountable

manner. The municipality will continue in ensuring that the community is consulted adequately in the budget preparations, and the budget is informed by the needs from the community. The municipality will adhere and implement the Recovery plan (since most of the issues emanated from this KPA) that was approved Municipal Council.

Spatial integration and environmental sustainability: The focus will be on development of systems and procedures for effective land use management and environmental management. The review of the SDF and incorporate all the comments that were made during the 2025/2026 IDP/SDF assessments. The municipality will continue in ensuring that the SDF is in line with SPLUMA.

1.5 WHAT TO EXPECT FROM THE DISTRICT, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS

uThukela is part of the Global Economy and is striving to become competitive, not only locally or nationally but also internationally. The emphasis will be on retaining industry and commercial activities in Ladysmith and Estcourt. The District Municipality will strive to spread the economic activities to the previously disadvantaged areas of the region. The natural beauty of uThukela should be enriched through marketing and maintenance of the existing infrastructure. The regional Development that will be applied to uThukela District is the establishment of the Industrial Park that aims to concentrate in one area, and a few high technology industrial firms that will provide jobs and skills which will eventually generate enough income and demand to sustain economic growth. The District Development agency, RASET programme and Agri-Park is anticipating in playing a significant role in uplifting the economy of the district. uThukela district municipality will strive to ensure that all the needs that were raised by communities during the consultations are all addressed especially those that are related in reducing the water and sanitation backlogs.

1.6 HOW PROGRESS WILL BE MEASURED

The uThukela district municipality has an Operational Performance Management System (OPMS) to monitor the implementation of the IDP and to provide for corrective measures where there is insufficient progress. The OPMS indicates targets for each municipal department, those targets that must be achieved per quarter. The targets are set as per Key Performance Area (KPA) and these are assessed after every quarter. This system is what the municipality is using to measure its progress through SDBIP, Quarterly performance reviews, Performance contracts which include performance plans for all section 57 employees and annual report.

2 PLANNING AND DEVELOPMENT PRINCIPLES

The following are the planning and development principles that the uThukela district municipality consulted while reviewing the 2026/2027 IDP document:

2.1.1 NSDP PRINCIPLES

The NSDP Principles stipulate the following:

- Development / investment must only happen in locations that are sustainable.
- Basic services (water, sanitation, access, and energy) must be provided to all households.
- Development / investment should be focused on localities of economic growth and/or economic potential.
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.

2.1.2 CRDC PRINCIPLES

The CRDC Principles stipulate the following:

- Development should be within limited resources (financial, institutional, and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner.
- Land development procedures must include provisions that accommodate access to secure tenure.
- Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilized.

2.1.3 BREAKING NEW GROUND – HUMAN SETTLEMENTS

The Breaking New Ground Human Settlement Principles stipulates:

- Low-income housing must be provided near areas of opportunity.

2.1.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

The role of local government in spatial planning has been revitalised 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 intends to create uniformity and consistency on the way both spatial planning and land use management is practiced within the whole country. 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:

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2 (see box insert);
- (b) give effect to national and provincial policies, priorities, plans and planning legislation.
- (c) reflect the current situation in that area from a spatial and land use perspective of the region.
- (d) indicate desired patterns of land use in that area.
- (e) provide basic guidelines for spatial planning, land development and land use management in that area.
- (f) propose how the framework is to be implemented and funded; and
- Comply with environmental legislation.

Box 1: Norms and Standards to reflect:

- (a) National policy, priorities, programmes relating to land use management & development.
- (b) Social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration & sustainable development.
- (c) Ensure that land development, land use management processes (incl. applications), procedures & timeframes are efficient & effective.
- (d) Include (i) land use pattern analysis, (ii) framework for desired land use pattern, (iii) existing & future land use plans, programmes & projects and (iv) mechanisms for identifying strategically located vacant or under-utilized land and providing access to & use of such land.
- (e) Standardize symbols of all maps & diagrams at an appropriate scale.
- (f) Differentiate between geographic areas, types of land

Table 1: Planning and Development Principles

	PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
NSDP	Development / investment must only happen in locations that are sustainable	The capital investment plan and the SDF directs where sustainable developments should occur
DFA	Balance between urban and rural land development in support of each other	SDF identifies various nodes-urban/rural with development potential and the HSP and LED Strategy identified potential projects that address the DFA aspect
DFA	Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers	Capital Investment Plan and the Infrastructure Plan guide the development and implementation of infrastructure projects that address basic service backlogs and promote economic growth
DFA	The direction of new development towards logical infill areas	DFA Principles were incorporated in the latest DM SDF
DFA	Compact urban form is desirable	DFA Principles are used when assessing development applications.
DFA CRDP NSSD	Development should be within limited resources (financial, institutional, and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner.	Sustainability, resources, and cost are part of the criteria used to assess development applications.
	Stimulate and reinforce cross boundary linkages.	When required developments close to boundaries will be advertised in neighboring newspapers.
NSDP	Basic services (water, sanitation, access, and energy) must be provided to all households	The municipality is trying to ensure that every household in the district has access to basic services
NSDP	Development / investment should be focused on localities of economic growth and/or economic potential	LED Strategy and other sector plans focus on unleashing areas with economic growth potentials
NSDP	In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development	Municipal SDF and LED addresses these aspects

CRDP	by providing education and training, social transfers such as grants and poverty-relief programmes	
	Land development procedures must include provisions that accommodate access to secure tenure	The uThukela SDF address these aspects
	Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilized	The SDF and the EMF are key district documents that take care of these aspects
	Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral, and local levels is central to achieving coherent and effective planning and development.	LED Strategy: integrative approach that includes all local role players as well as all internal structure
Housing Policy-Breaking New Ground	If there is a need to low-income housing, it must be provided near areas of opportunity	The local municipalities Human settlement Sector Plans addresses this aspect
<i>National Strategy on Sustainable Development)</i>	During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	The SDF and the EMF are key district documents that take care of these aspects
KZN PGDS <i>National Strategy on Sustainable Development</i>	Environmentally responsible behavior must be promoted through incentives	Environmental Management Framework addresses these aspects
KZN PGDS	The principle of self-sufficiency must be promoted. Development must be in a way that reduces the need to travel, especially by car, and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure, and capital available to a specific area and how it could contribute to increase its self-sufficiency	The HSP, LED Strategy, SDF and the EMF are key district documents that take care of these aspects
KZN PGDS	Planning and subsequent development must strive to provide the highest level of accessibility to resources, services, and opportunities	The DGDP address this aspect

2.2 GOVERNMENT POLICIES AND IMPERATIVES

2.2.1 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Formerly known as the Millennium Development Goals, the Sustainable Development Goals 2030 was adopted on 25 September 2015. The aim of the Sustainable Development Goals 2030 was to end poverty, protect the planet, and ensure prosperity for all through 17 Sustainable Development Goals and 169 targets. The Sustainable Development Goals 2030 seek to realize human rights for all and to achieve gender equality and the empowerment of women and girls through the of sustainable development of the economy, society, and the environment.

They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social, and environmental. The goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet.

The 17 Sustainable Goals are as follows:

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 3. Ensure healthy lives and promote well-being for all at all ages.
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5. Achieve gender equality and empower all women and girls.
- Goal 6. Ensure availability and sustainable management of water and sanitation for all.
- Goal 7. Ensure access to affordable, reliable, sustainable, and modern energy for all.
- Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10. Reduce inequality within and among countries.
- Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable.
- Goal 12. Ensure sustainable consumption and production patterns.
- Goal 13. Take urgent action to combat climate change and its impacts.

- Goal 14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- Goal 15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.
- Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

In relation to uThukela district municipality and its needs, the SDGs can encourage the initiation of programmes such as poverty eradication programmes, sustainable economic growth, management of water and sanitation, gender equality and empowerment of woman and girls.

2.2.2 NATIONAL DEVELOPMENT PLAN

The aim of the National Development Plan was to respond quickly to South African's aspirations and ensure that inclusive economic growth was the main agenda for development. The National Development vision is outlined in various national policy documents and consolidated in the National Development Plan (NDP). In May 2010, President of the Republic of South Africa appointed the National Planning Commission to create a vision and National Development Plan for the Republic of South Africa. The National Planning Commission created the National Vision Statement that reads as follows: *We, the people of South Africa, have journeyed far since the long lines of our first democratic election on 27 April 1994, when we elected a government for us all. Now in 2030 we live in a country, which we have remade.....*

The national development plan is offered in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks. The plan focuses on the critical *capabilities* needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The National Development Plan set out clear objectives and targets that read as follows:

- The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- The labour force participation rate should rise from 54% to 65%. Reduce the cost of living for poor households and cost of doing business through microeconomic reforms.
- The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.
- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing, and related sectors by 2030.
- Increased investment in new agricultural technologies, research, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing, and related sectors by 2030.
- Increased investment in new agricultural technologies, research, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well-located land by 2030.
- More people living closer to their places of work and better-quality public transport.
- More jobs in or close to dense, urban townships
- Develop a strategy for densification of cities and resource allocation to promote better-located housing and settlements.
- In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home, at school and at work, and they enjoy an active community life free of fear.
- Women can walk freely in the street, and the children can play safely outside.

2.2.3 THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved.

The MTSF is structured around 14 priority outcomes, which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 12 outcomes that were the focus of the 2009-2014 administration, as well as two new outcomes (social protection, nation-building and social cohesion)

South Africa has begun a new phase of its democratic transition. The electoral mandate of the fifth democratic government is to deepen transformation and implement the National Development Plan (NDP). It is to accelerate growth, create decent work and promote investment in a competitive economy. In giving effect to this mandate, we continue to be guided by our Constitutional commitment to "improve the quality of life of all citizens and free the potential of each person".

Over the last 20 years, the first phase of our democratic transition, the foundations have been laid for a non-racial, non-sexist, united, and prosperous South Africa, and for a society based on fundamental human rights, equality, and unity in diversity. Our people's dignity has been restored. Non-racial

majority rule based on one-person, one-vote has brought about government based on the will of the people.

At the end of the last administration (2009-2014), the Presidency published a Twenty-Year Review, outlining progress made since 1994 and identifying the challenges that still need to be overcome. Today, South Africa is a better place in which to live than it was in 1994. Political and social rights are protected, and the lives of millions of South Africans have improved, through new laws, better public services, expansion of economic opportunities and improved living conditions.

However, the challenges still facing our country are immense. As the Twenty-Year Review and the National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow, and education lags our requirements. The weak state of the economy impedes our efforts to reach our development goals.

The second phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

2.2.4 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

The significance of this 2016/17 Version of the PGDP is that it is the first version of the PGDP adopted based on the 2016 Version of the PGDS. The further significance of this version of the PGDP is that, in addition to the initial 2010 Baseline, a secondary Baseline for 2015 is now established and as much as the focus is now shifting to Vision 2035, the immediate focus is on targets set towards 2020. This version of the PGDP therefore now contains revised goals, objectives, interventions, indicators, and targets, as well as a revised list of Catalytic Projects, which will be leading the implementation process.

The PGDP however from here on elaborates further and includes a more detailed narrative on the strategic interventions that will drive the identified goal and objective indicators, as well as the five-year targets set for each indicator. In doing this, the PGDP provides a clear roadmap or development trajectory towards 2035. Each goal chapter also contains a chart which summarises the indicators and interventions for that goal area.

This 2016/17 Version of the PGDP now clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020.
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes.
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators.
- The strategic interventions required to achieve the set targets.
- The catalytic projects in support of the PGDP Goals.
- The institutional framework for the implementation of the PGDP; and
- The monitoring, evaluation, reporting and review framework of the plan.

To realize the KZN vision, the following strategic framework has been identified comprising of seven long term goals and 31 strategic objectives to guide policymaking, programme prioritisation and resource allocation.

2.2.5 ALIGNMENT OF PGDP GOALS WITH SDG's

The following attempts in aligning the PGDP with the Sustainable Development Goals (SDG's)

1. End poverty in all its forms everywhere PGDP G3
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture PGDP G3
3. Ensure healthy lives and promote well-being for all at all ages PGDP G3
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all PGDP G2
5. Achieve gender equality and empower all women and girls PGDP G3&G6
6. Ensure availability and sustainable management of water and sanitation for all PGDP G4
7. Ensure access to affordable, reliable, sustainable, and modern energy for all PGDP G4
8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all PGDP G4

9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation PGDP G1
10. Reduce inequality within and among countries PGDP G3
11. Make cities and human settlements inclusive, safe, resilient, and sustainable PGDP G3
12. Ensure sustainable consumption and production patterns PGDP G5
13. Take urgent action to combat climate change and its impacts PGDP G5
14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development PGDP G1&5
15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss PGDP G5
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels PGDP G3
17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development PGDP G5

2.2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district but will rather focus on limited but strategic projects of high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan that is under review serve as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective.
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance.
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035.

- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives.
- Establishing a District Wide platform for Monitoring, Evaluation.

2.2.7 STRATEGIC INFRASTRUCTURE PROGRAMME (SIPS)

Government adopted an Infrastructure Plan that is intends to transform the economic landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies.

The Presidential Infrastructure Coordinating Commission (PICC) have been established with its supporting management structures to integrate and coordinate the long-term infrastructure build.

The plan is based on an objective assessment of the infrastructure gaps through spatial mapping that analyses future population growth, projected economic growth and areas of the country that are not served with water, electricity, roads, sanitation, and communication. Based on this work, seventeen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises of many specific infrastructure components and programmes.

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through uThukela and is the main Durban Johannesburg link. Following to this, is the upgrade and expansion of N11 road linking the City of EThekweni in Durban to Johannesburg and Mpumalanga province. These infrastructure programs will be carried out to boost the economy of the country to achieve the vision 2030.

2.2.8 THE STATE OF THE NATION ADDRESS – 2026

The President of the republic of South Africa delivered the state of the Nation address on the 12 February 2026 focusing on driving inclusive growth; reducing the high cost of living and building the ethical state. Last year, the government hosted the leaders of the world for a successful G20 Summit, which showcased our country's strength on the global stage. Confidence is rising among investors, businesses and consumers. These improvements are the result of a determined effort across

government and all of society. They show what is possible when we work with unity and purpose. Now, we have a unique window of opportunity to translate these gains into sustained growth. Despite this progress, we must be honest about the challenges we still face. Although we are moving forward, we must not claim any easy victories. We are still far from where we need to be. For too many people, life remains hard. Jobs are scarce and opportunity is out of reach. South Africans are worried about violent crime and corruption. They are concerned at the state of local government and its inability to deliver basic services in many parts of the country. Above all, they are desperate for work and for an income to support their families. We can only be strong when we are equal, when the progress we have made is shared by all South Africans. The Constitution calls on us to work towards a society in which every South African has a fair chance to make a better life for themselves.

These priorities are:

Firstly, to drive inclusive growth and job creation.

Secondly, to reduce poverty and tackle the high cost of living.

Thirdly, to build a capable, ethical and developmental state.

Drawing on the success of Operation Vulindlela in advancing economic reform, we will use a similar approach to establish a hard hitting new criminal justice reform initiative. This will crack down on organized crime, corruption and the illicit firearms trade using a dedicated team in the Presidency to ensure that reforms are implemented across the system. We are further intensifying the fight against corruption by strengthening bodies such as the Special Investigating Unit, the National Prosecuting Authority and the Hawks. We will finalize government's approach to the recommendation of the National Anti-Corruption Advisory Council on the establishment of a permanent, independent, overarching anti-corruption body. We cannot accept that those who speak out against corruption are victimized and targeted.

The Whistle-Blower Protection Bill will be introduced in Parliament. Among other things, this will criminalize retaliation and provide psychosocial, legal and financial support to whistle-blowers. And there will be a special focus on restructuring our procurement system with a view to ending corruption. The Auditor General reports that most incidents of corruption originate in the procurement system. We cannot allow this cancer to continue and we must therefore act. Measures will include the use of technology and the finalization of new Public Procurement Act regulations by mid-2026. We cannot fight organized criminals by treading softly. We must act with zero tolerance

and bring the full force of the law to bear. Let this message be clear: there will be no impunity for acts of corruption and criminality have directed the Minister of Water and Sanitation and her deputy as well as the Minister of Cooperative Governance and Traditional Affairs to attend to the water shortage problem and engage with our communities.

They informed me that the pipes that had been damaged are being repaired and the reservoirs are filling up again. Poor planning and inadequate maintenance of water systems by many municipalities are the main cause of the problems we are going through now and are the reason that taps often run dry. There is no silver bullet to address this challenge, which has its roots in systemic failures and many years of neglecting infrastructure. To ensure water security in the long term, we are building new dams and upgrading existing infrastructure. We have committed more than R156 billion in public funding for water and sanitation infrastructure alone over the next three years. However, the real challenge lies not in the availability of water, but in getting water to people's taps. The Water Services Amendment Bill will enable us to hold water service providers accountable for their performance and withdraw their license if they fail to deliver. If a municipality is not willing or able to provide a service to its residents, it must be done by another structure that can. These reforms will address the root causes of the water crisis. In the short term, we need to address the immediate crisis where water outages are being experienced right now.

Using the same approach, we will now elevate our response to the water crisis to a National Water Crisis Committee, which I will chair. This structure will bring together all existing efforts into a single coordinating body. It will deploy technical experts and resources from national government to municipalities facing water challenges. It will ensure that action is taken swiftly and effectively to address the problem. To address the challenges effectively we will not hesitate to use the powers enshrined in the Constitution and in the Water Services Act to intervene in municipalities where necessary. We will hold to account those who neglect their responsibility to supply water to our people.

Government has already laid criminal charges against 56 municipalities that have failed to meet their obligations. We will now move to lay charges against municipal managers in their personal capacity for violating the National Water Act. The critical problem is that in many metros, cities and towns, water revenue is being used for other purposes and very little is invested in upgrading and maintaining water infrastructure. To address this challenge, in line with the commitment that we made last year, we have introduced a new R54 billion incentives for metros to reform their water, sanitation and electricity services.

This will ensure that revenues from water usage are put straight back into fixing pipes, reservoirs and pumping stations. Water outages are a symptom of a local government system that is not working. A far-reaching overhaul is now underway to address the root causes of dysfunction in many municipalities. In many places, local government administrations are weak and governed by patronage rather than technical capacity and merit.

A stronger South Africa depends on a growing economy. For more than 15 years, our economy has experienced low growth. All our actions now are driven by the need for rapid and inclusive economic growth to create more jobs and better-quality jobs. To give effect to the Medium-Term Development Plan, Cabinet has approved a comprehensive implementation plan to drive growth and inclusion. Through this plan, we are working to revive growth by creating the conditions for firms to invest by maintaining a clear and stable macro-economic framework, investing in infrastructure that works, creating a conducive regulatory framework that supports growth and enables competition, and a focused and forward-looking industrial policy.

The foundation of this plan is investment, particularly in public infrastructure, as well as labour intensive growth sectors that are capable of future growth. These include the digital and the green economy where young people will find employment opportunities. Infrastructure is much more than an investment in brick, mortar, concrete and steel. It is an investment in jobs, productivity and growth. For many years, fixed investment has been declining. We are now changing that. Government has committed more than R1 trillion in public investment over three years to build and maintain infrastructure.

This year, we will begin the work to establish a professional State Property Company to transform the 88,000 buildings and 5 million hectares of land owned by the state into professionally managed engines of growth and development. Through Operation Vulindlela, we are working to transform the structure of our economy, to fix our infrastructure and make our electricity, water and logistics sectors more competitive and efficient. Having put load shedding behind us, we must now transform our energy system to ensure long-term energy security. For decades, our economy grew on the back of cheap electricity. But then state capture, mismanagement, inadequate maintenance and inflated megaprojects drove up the cost of electricity to businesses and our citizens.

Now, with the far-reaching changes we are making to the sector and with our abundant solar and wind resources, we will be able to drive down the cost of electricity. Regulatory changes have enabled a massive and growing pipeline of investment in renewable energy. By 2030, more than 40 percent of

our energy supply will come from cheap, clean, renewable energy sources. We are establishing a level playing field for competition, so that we are never again exposed to the risk of relying on a single supplier to meet our energy needs. We are restructuring Eskom and establishing a fully independent state-owned transmission entity. This entity will have ownership and control of transmission assets and be responsible for operating the electricity market. Given the importance of this restructuring for the broader reform of the electricity sector. We will work in each province to address transformer overloading, illegal connections and equipment failure with the objective of eradicating load reduction by next year.

Our agriculture sector is expanding rapidly. Already, we are the second largest exporter of citrus fruit in the world. We are opening new markets for our exports, from citrus and avocados to maize, livestock, grapes and wine. Through the Blended Finance Scheme, working with the Land Bank and commercial banks, we have provided R7.8 billion in innovative funding to black producers. We will deploy 10,000 new extension officers to support farmers and improve agricultural productivity. This will give rise to many opportunities for young people to be employed in the agricultural sector. While the rest of our agriculture sector is thriving, the cattle industry is today facing one of the worst outbreaks of foot-and-mouth disease our country has experienced.

This disease is damaging our economy, resulting in export bans, trade restrictions and devastation of herds. We have decided to vaccinate the national herd of 14 million cattle. This requires 28 million vaccines over the next 12 months. The state will facilitate the acquisition of the vaccines centrally to ensure that we get the right vaccine for the strain of the virus in South Africa. We will work closely with the private sector to enable an efficient rollout and most importantly we will ensure that commercial, private and communal farmers have immediate access to vaccines. I have established a task team made up of farm organizations and experts, working together with the Minister of Agriculture and his department, that will report to me every month about the progress we are making in dealing with this pandemic. We have classified foot-and-mouth disease as a national disaster and will be mobilizing all necessary capabilities within the state to deal with this crisis. Our services sector, from digital technology to financial services, is growing.

Tourism is a vital driver of economic growth, with every 13 international tourist arrivals supporting one job. Our tourism sector made history last year, recording the arrival of 10.5 million visitors. We must now promote unique cultural, historical and natural attractions that reflect the country's identity. This can include traditional festivals, local crafts, historical sites and natural landscapes across our country and in rural areas as well. As we strengthen our criminal justice system, we will

make areas safer for tourists to visit. In the coming year, we will extend the Electronic Travel Authorization system to all countries that require a visa, enabling applications for tourists to be processed digitally within 24 hours.

The biggest opportunity of all lies in green growth. We are pivoting our economy to be a leading supplier of the products which the world will rely on in decades to come. We are expanding support for the manufacturing of green products for global markets, from fertilizer to jet fuel, chemicals to steel. From March this year, we will introduce a 150 percent tax deduction for investment in new energy vehicles, while supporting the local production of batteries. International pledges to the Just Energy Transition Investment Plan now stand at approximately R250 billion. This is financing large-scale investment in manufacturing, infrastructure and skills. South Africa has some of the world's largest reserves of critical minerals. Our ore reserves are valued at more than R40 trillion, making mining a sunrise industry. New gold, copper, rare earths, platinum and coal mines are being opened.

At the G20 Leaders' Summit in November last year, the G20 countries supported our proposal to expand local beneficiation of critical minerals and the export of finished products. Over the course of the first five South Africa Investment Conferences, we were able to raise R1.5 trillion in investment commitments. To date, over R600 billion has flowed into projects. New factories, mines and other facilities are being opened each year. We have now set ourselves a target of raising R2 trillion in new investments over the next five years. We therefore look forward to hosting the sixth South Africa Investment Conference on the 31st of March 2026. To build a more inclusive economy, we are going to back those who create opportunity. If every small and medium business in South Africa could employ one additional person, we would create 3 million new jobs.

We take seriously the public comments on the draft Business Licensing Bill and will ensure that the final Bill makes it easier, not harder, to start and run a small business in South Africa. This year, we will provide more than R2.5 billion in funding to over 180,000 small and medium enterprises and extend a further R1 billion in guarantees. We are undertaking a review to refine, realign and strengthen our Broad-Based Black Economic Empowerment framework to ensure that it supports greater transformation and inclusive growth. All these actions will create a stronger economy and fix the foundations that were broken. It is a matter of national concern that too many South Africans remain unemployed, and too many young people struggle to find their first job. That is why as we rebuild the economy, we are creating work and livelihood opportunities on a large scale through public and social employment programmes.

In the coming year, we will expand our public employment programmes, including the Community Works Programme, EPWP and the Presidential Employment Stimulus. We will ensure they are better coordinated to provide income support, skills development and pathways into longer-term work, particularly for young people and women. To ensure that no one is left behind, we are implementing decision to increase employment equity targets of persons with disabilities in the public service to 7 percent by 2030, and to mandate a 7 percent preferential procurement target across all government and public entities.

We congratulate the matric class of 2025, which achieved an 88 percent pass rate. This is the highest pass rate in our history, reflecting both the commitment of these learners and the interventions we have made to improve learning and teaching in schools. As we welcome improvements in the matric pass rate, we must address the high dropout rate in the last few years of schooling. More learners must be able to write matric and to take subjects, like maths and science, that will enable them to progress further. We will reform and reduce the number of Sector Education and Training Authorities to improve governance, strengthen industry participation, raise the quality of training and better align skills development with the needs of the economy. This includes improving the use of TVET colleges as the primary sites for occupational training and artisan development. To support effective workplace-based learning, we will increase the proportion of the skills development levy returned to employers, restoring it to its original level of 40 percent.

We will also transform the National Skills Fund into a more agile, outcomes-driven instrument that supports unemployed young people to access workplace experience and employment, building on successful initiatives such as Jobs Boost. These reforms will ensure that various training programs we have in government are a door to opportunity, not a dead end. To absorb the increasing number of young people passing matric, we will expand the opportunities for young people to enter institutions of higher learning. I have directed the Ministers of Finance and Higher Education to work on a proposal to build more universities and TVET colleges with specialized areas of focus. An immediate problem is the great shortage of student accommodation at our institutions of higher learning. I have directed the Minister of Higher Education to address this challenge, working with financial institutions on innovative ways in which government can provide student accommodation

This year, the government will embark on a mission to end child stunting by 2030 and tackle malnutrition among young children, in line with the National Strategy to Accelerate Action for Children. We will focus on the crucial first 1,000 days of a child's life. Building on existing support such as the Child Support Grant, we will implement targeted interventions to ensure that pregnant women

and low birth-weight children get the protein and nutrients that they need. The Medium-Term Budget Policy Statement will set out a clear allocation for the actions we need to take. A major contributor to child stunting is excessive alcohol consumption, which can affect a child's development during pregnancy. Alcohol abuse leads to violence, road accidents and crime. As national government, we have proposed measures to curb excessive alcohol use, including minimum unit pricing or higher excise duties and greater restrictions on alcohol advertising, which we are consulting on with stakeholders. Since it was introduced during COVID-19, the Social Relief of Distress Grant has kept millions of South Africans out of food poverty. As a transformative instrument to improve the lives of the poorest and most vulnerable people, this grant will be continued.

President Ramaphosa told the house that they are introducing a new model for housing, where people are given subsidies for ownership and rental in areas that are suitable for them. We are shifting from building houses for people to supporting them to build, buy or rent their own housing. The restitution claim lodged in 1998 affirmed the lawful right of former residents and their descendants to come home. That return has required court supervision, detailed planning and sustained public investment. Many homes have been completed and handed over to verified claimants. With R500 million allocated to this work, we are proceeding with Phase 4 of construction. The restoration of District Six is a goal that we all seek and responsibility that we must all shoulder. We are working to build a healthy nation. As part of preparation for the National Health Insurance, we are investing in health facilities, personnel and systems to improve access to quality care. We will be undertaking substantial investment in health infrastructure, prioritizing the construction and revitalization of academic hospitals.

As a nation, we are finally able to imagine a country without AIDS. In support of our programmes to prevent and ultimately eliminate HIV, we will be undertaking a massive rollout of Lenacapavir, a 6-monthly injection that has proven highly effective in preventing transmission of HIV. We are also working to end cervical cancer in our country by mobilizing society to ensure that every young girl between the ages of 9 and 15 receives the HPV vaccine. Last year, we classified gender-based violence and femicide as a national disaster. Through this classification, we can better coordinate our response and direct efforts towards the most impactful interventions.

Building on the National Strategic Plan, we will mobilize all sectors of society through communication and social mobilization to challenge harmful attitudes and practices. We will continue to promote women's economic empowerment through training, financial support and preferential procurement. We will strengthen law enforcement through faster investigation, improved case

management, expanded sexual offences courts, and action against repeat offenders. We will scale up survivor-cantered support, ensuring access to shelters, one-stop service centres, mobile and rural outreach, and the placement of social workers in police stations.

Illegal immigration poses a risk to our security, stability and economic progress. We will address this problem while ensuring that the fundamental human rights of every person in this country are upheld and protected. This year, we will take additional steps to secure our borders. Funding to strengthen border security will be prioritized, covering infrastructure, technology and people. Key border posts will be redeveloped through public-private partnerships and will extend the Electronic Travel Authorization to all international airports and the busiest land ports of entry. We are already using drones and technology to greater effect all along our border line.

The police, Home Affairs and labour inspectors will work together to crack down on violations of existing immigration, labour and other laws. Employers that hire foreign nationals without the required visas will face the full might of the law. To tighten enforcement, we will hire an additional 10,000 labour inspectors this year. As we undertake these interventions, we insist that the laws of our country must be observed by everyone. We will not tolerate violence and other acts of lawlessness directed at foreign nationals. No foreign national should be unlawfully barred from accessing public facilities, including schools and health facilities. To build a stronger South Africa, we need an ethical, capable, and developmental state. A capable state needs committed and honest public servants with the right skills and a deep culture of service. Over the past year, we have passed significant new legislation to professionalize the public service.

The Public Service Amendment Bill will protect key appointments from political interference and ensure that capable and qualified people are appointed to senior positions based on their suitability for the job. Lifestyle audits have been made mandatory for senior public servants, reaching 93% compliance across departments last year. We are establishing a central registry for disciplinary cases across all spheres of government. This will prevent people who are facing or have undergone disciplinary action from being employed elsewhere in the state. We are continuing to improve the governance and performance of state-owned enterprises, like Eskom, Transnet, Denel, Prasa and several others

The government will harness digital transformation as a driver of growth, inclusion and effective service delivery. This year, Home Affairs will launch the Digital ID to enable safe and secure use of digital services for all South Africans. We will digitize driver's licenses, matric certificates and services

at the Master's Office. Citizens will be able to fill out police statements online and eligibility for SASSA grants can be tested remotely. All these services will be made available on the My Mzansi platform. Soon, every South African will be able to access many of the services they need without visiting a government office or filling out manual forms. This year alone, hundreds more bank branches will now offer Smart ID and passport services, decrease queues and wait times.

This year, the National Dialogue process will spread across South Africa, reaching every community, every school, every university and college and every part of our society. Under the guidance of the Eminent Persons Group, consisting of prominent and respected South Africans, and led by an inclusive Steering Committee, these public dialogues will give the citizens of this country the opportunity to raise their concerns, aspirations and plans.

These public dialogues will culminate in a national convention where all these conversations will be brought together to outline the actions that we must all take to build a better South Africa. These conversations will guide the formulation of an overarching national compact and of the next phase of our National Development Plan beyond 2030. In building this national consensus, we must draw not only on the shared values of our Constitution, but on the unifying power of sport and the rich diversity of our culture.

Above all, we must ensure that this rising tide lifts every South African. As the economy grows, it should bring into its fold those who have lived on its margins for decades. Our fight against crime should be felt in the townships and informal settlements as well as the suburbs. Our schools and hospitals should make no distinction between those arriving at their doors. In this way, we can build a stronger, a more resilient, and a more equal society – one that stands tall among the nations of the world. We have indeed turned a corner. Now we must look ahead and move with speed.

2.2.9 THE STATE OF THE PROVINCE ADDRESS – 2026

The Premier of the KZN Province delivered the state of the province address on the 27 February 2026. He delivered the State of the Province address; He then highlighted the following:

EIGHT FOCUS AREAS

The Honourable Premier told the house that the KZN Government agreed on Eight Focus Areas, namely: rebuilding the economy; strengthening local government and governance; advancing sustainable dialogue; improving healthcare and education; delivering better human settlements; improving community safety; mitigating the impact of climate change; and building a capable, ethical,

and developmental state. These focus areas serve as the organising framework of our programme of action. They reflect an honest assessment of where the province is most vulnerable, where intervention is most urgent, and where coordinated effort across government and society can yield the greatest impact. Rebuilding the economy remains central to all our efforts. Without economic growth that is inclusive and sustainable, our ability to address poverty, unemployment, and inequality is severely constrained. Our focus has therefore been on stabilising key sectors, unlocking investment, supporting small and emerging enterprises, and protecting jobs. Strengthening local government and governance has been equally critical. Functional municipalities are the frontline of service delivery and the most immediate point of contact between citizens and the state.

Sustainable dialogue continues to guide our approach to consensus building and social cohesion. We have prioritised continuous engagement with social partners, including traditional leaders, labour, business, civil society, and communities. Through sustainable dialogue, we build shared understanding, align interests, and forge consensus on difficult choices that shape our collective future. It is through talking, listening, and negotiating in good faith that trust in public institutions is strengthened. Improving healthcare and education has remained a non-negotiable priority. These sectors are the backbone of human development and social mobility. Our focus has been on strengthening public healthcare services and improving learning outcomes, while addressing systemic weaknesses exposed over time. Delivering better human settlements and improving community safety speak directly to dignity and quality of life. Safe communities and adequate housing are foundational to social stability and economic participation. Mitigating the effects of climate change has become an urgent necessity rather than a future concern. KwaZulu-Natal has experienced first-hand the devastating effects of climate-related disasters. Our focus has therefore included strengthening disaster preparedness, building climate-resilient infrastructure, and supported adaptation measures.

ON REBUILDING THE ECONOMY

KwaZulu-Natal emerged from profound disruption caused by the July 2021 unrest and the COVID-19 pandemic—two shocks that tested the resilience of our economy, our institutions, and our people. These events resulted in the loss of lives, the destruction of infrastructure, the closure of businesses, and the erosion of investor confidence. Yet, out of this period of hardship, we made a deliberate choice as a government: not merely to rebuild what was lost, however, to reimagine and reconstruct our provincial economy on a more inclusive, resilient, and sustainable foundation. Guided by this resolve, the Provincial Government embarked on a coordinated programme of economic recovery and reconstruction, anchored in restoring stability, strengthening governance, and rebuilding trust with

social partners. We prioritised the protection of strategic economic infrastructure, improved intergovernmental coordination, and reinforced partnerships with the private sector, labour, and traditional leadership. These interventions were essential in signalling that KwaZulu-Natal remains open for business and committed to policy certainty, institutional integrity, and long-term growth. Honourable Members, these efforts are beginning to yield positive results. The economy of KwaZulu-Natal under Government of Provincial Unity is showing encouraging signs of steady recovery. In 2025, our provincial economy grew by 1.8% — a moderate, however, but encouraging improvement from the subdued growth rates that characterised the post-COVID-19 period. Importantly, this performance was slightly above the national average growth expectation, reflecting the resilience of our provincial economy. The growth forecast for 2026 points to a further expansion to 2.1%. This projected increase reflects continued economic stabilisation, underpinned by improvements in energy supply and gradual recovery in key infrastructure systems, particularly in rail and port operations. These improvements are critical to restoring investor confidence and unlocking the full productive capacity of our province.

In the years following the COVID-19 pandemic, KwaZulu-Natal's economy experienced a prolonged low-growth trend, compounded by structural constraints. However, in late 2025, the province surpassed R100 billion in investment pledges from both domestic and international investors. These projects are expected to generate more than 100 000 of jobs and significantly strengthen economic activity across multiple sectors. 5 Tourism, one of our key economic pillars, recorded strong performance in 2025.

The festive season alone contributed an estimated R13 billion to the provincial Gross Domestic Product, driven by high domestic and international visitor numbers. Furthermore, between the mid-2025 quarters, KwaZulu-Natal recorded a net gain of approximately 54 000 new jobs — a development that supported household income, boosted consumer spending, and reinforced broader economic growth. Nevertheless, The Premier indicated to members that they will remain cognisant of the structural constraints that continue to limit higher growth potential. These include historical electricity disruptions, freight inefficiencies, and rail and port bottlenecks. In addition, the broader national macroeconomic environment — characterised by slow growth — continues to exert pressure on provincial performance. Investor confidence is steadily recovering, reflected in renewed engagements with domestic and international investors, increased project pipelines, and growing interest in key sectors such as manufacturing, logistics, energy, agriculture, and tourism.

KwaZulu-Natal requires about 461 000 additional jobs to reduce unemployment from 30.8% to 20% as a policy target, representing a 15.7% increase in current employment levels. Therefore, it is estimated

that R168 billion is required to create the additional 461 000 jobs, emphasizing the need for coordinated public-private investment and district-focused industrial development strategies. The GDP growth rate of 5% or higher is required to significantly reduce the unemployment rate. This leads to employment elasticity of growth, which is relatively low, a 1% increase in GDP would lead to only a 0.5% or lower increase in employment. With KwaZulu-Natal's growth peaking at 2.1%, the economy would likely absorb even the new entrants into the labour market, let alone clear the backlog of 461 000 people needed to drop the unemployment rate to 20%. At a policy level, we shall have an informal sector development that should be upscaled through enhanced cross-border trade and smart infrastructure in the form of public WiFi and improved amenities to support township and rural economies.

The King Shaka International Public Link Solution will be revived to improve connectivity between Durban, Pietermaritzburg, Richards Bay, and Margate. KwaZulu-Natal has engaged with the Department of Trade, Industry and Competition to secure an industrial stimulus package for upgrading industrial parks and Special Economic Zones. The KwaZulu-Natal economic growth needed to be infrastructure-led and industry led from a strategy perspective underpinning the KwaZulu-Natal Inclusive Growth Strategy. The Trade & Investment KwaZulu-Natal is mandated to facilitate Small Micro Medium Enterprises participation in cross-border trade, leveraging opportunities under the African Continental Free Trade Area. 6 The prioritization of sectors for economic growth is focused on agriculture comprising of cash crops namely macadamia, hemp, cotton, avocado, food security, livestock, horticulture and tourism that covers resorts development, heritage, biodiversity and gastronomy. On manufacturing and industrial development, this will cover clothing and textile, automotive, metal fabrication, exports, agro-processing, and pharmaceuticals. This includes infrastructure investment that would include ports, roads, rail, water and energy. The spatial priority sectors would include the township and rural economies which would embed interconnectedness of high priority sectors to spatial priority areas. This means as a province we need to prioritise sectoral development that drives spatial patterns and spatial planning that enables sectoral growth, and planning that causes connectivity, corridor and nodal development. While the journey towards full recovery is continuing, the direction is clear: KwaZulu-Natal is reclaiming its position as a strategic channel to the rest of the African economy, driven by a capable state, active social partnerships, and a shared commitment to inclusive economic renewal.

RURAL ECONOMY

The Premier indicated to the House that Agriculture continues to play a pivotal role in the economic and social fabric of KwaZulu-Natal. Beyond its contribution to GDP, the sector underpins the rural political economy by creating livelihoods, sustaining communities, and promoting inclusive economic growth. The interlinkages between agriculture, rural development, and food security are clear. In the past year, our administration committed to prioritising the identification and revitalisation of all government-owned farms that have remained fallow. This initiative is guided by a carefully developed concept, and we are in the final stages of formulating a detailed implementation plan.

As part of this effort, a trial project will be launched at the Department of Agriculture and Rural Development farm in the Amajuba District. This pilot will serve as a model for scaling up interventions across the province, ensuring that idle land is put to productive use. The Department of Agriculture and Rural Development is actively supporting production on land reform farms throughout KwaZulu-Natal. In Ugu District, for example, kwaNodumo and Njoli farms, which were previously underutilised, have each received R1.9 million in support. These interventions include critical inputs, infrastructure development, and technical assistance, enabling farmers to generate sustainable yields and strengthen local food systems.

Similarly, in the uThukela District, Amafu Farming and Mpembe Consulting have each received R2 million for infrastructure improvements and the provision of breeding stock. ¹² These investments are designed to enhance farm productivity, promote agribusiness development, and create employment opportunities in rural communities. By strengthening these farms, we are not only boosting agricultural output but also stimulating the broader rural economy. In the Zululand District, Amandla Power has been supported to establish 50 saw units, with the farm now fully operational.

This initiative highlights the potential of agriculture to create value-added industries, diversify rural livelihoods, and foster economic resilience. The Jozini Small-holder Farmer Programme was launched in April 2025, supporting about 100 smallholder farmers with training, mechanisation and infrastructure in the form of drying tunnels with a focus on herbs and spices, building skills and access to markets. The programme emphasises youth and women participation. Thousands of subsistence and smallholder farmers were supported in planting and mechanisation; this is in the form of backyard gardens and food security initiatives. Last year the Department of Agriculture and Rural Development bought new 24 tractors to service our communities and added another 24 tractors this year to increase the hectares producing food in the province. We have also employed artisans to be based in districts to maintain our tractors.

Youth in Agriculture programmes are active — with funding allocated to train and upskill young farmers and expand agricultural participation. This includes bursaries, learnerships, and practical farm experience to position youth for long-term agricultural success. It is vital that we continue to implement skills development and market access programmes to support employment growth in rural areas.

The public-private partnerships will be supported to promote formal market access for smallholder produce, which lifts incomes and reduces rural poverty. As the province, we are contending with Foot-and-Mouth Disease (FMD), which is a threat to our livestock sector. While the department reports an extended vaccination rollout and continuous efforts to contain the disease. KwaZulu-Natal has received 200 000 doses out of the one million batch, which is the largest share of what has been received nationally, and we are expecting same or more quantities every week until our herd population is covered. We are working with farmers, both commercial and communal to mitigate the risk of FMD.

INDUSTRIAL DEVELOPMENT

The Richards Bay Industrial Development Zone (RIBDZ) continues to play a catalytic role in the province's economy. Two of RIBDZ key catalytic projects have started to materialise. Starting with the full commissioning of Wimar Processing South Africa valued at R2.2 billion. The second one is the multi-billion anchor project Nyanza Light Metals' Titanium Manufacturing Plant. Nyanza Light is building 80 000 tons per annum of Titanium Pigment with the initial investment of phase of R200 million that created 286 construction jobs and phase 2 that had reached the financial close of R14 billion, and the construction of the main plant will start in the first quarter of this year. In total the RIBDZ has an investment pipeline of over R242.7 billion, which is attributed to energy-related initiatives.

This gives the RIBDZ a bespoke energy programme attraction in investment terms and broader sector facilitation as a key driver of industrialization within the zone. We anticipate creating 3000 construction jobs, and an additional 850 operational jobs. As an addition to our maritime economy, the Sharks Board have prevented shark attacks and created a safe environment for water users and that had supported directly and indirectly an approximate R10 billion tourism economy, employing 200 000 people. Furthermore, with reference to the past festive season, the Sharks Board secured our beaches with a net result of 13 million visitors at eThekweni alone.

As the Government of Provincial Unity of KwaZulu-Natal, we are conscious of the fact that any economic gains will remain at risk if we don't take care of our vulnerable segment of our communities. KwaZulu-Natal has historically had the highest number of social grant beneficiaries among all South African provinces, with over 4 million recipients, accounting for about 22% of all national grant beneficiaries, this across grant types including child support and old age grants. This large beneficiary base reflects KZN's population size and high levels of poverty and unemployment, particularly in rural areas. Most of the provincial social protection spending flows through national grant payments rather than being funded by the provincial government itself. Grants are a national expenditure item; however, many beneficiaries reside in KZN. The KwaZulu-Natal Department of Social Development is crucial in addressing the risk of social instability. The department has tabled a budget of about R3.613 billion for the 2025/26 financial year, aimed at supporting vulnerable populations, enhancing child protection services, youth empowerment and strengthening community development programmes. A substantial portion of the provincial budget goes to children's welfare and family support programmes, especially those aligned with national early childhood development and child protection goals.

Skills development, training placements, and youth support initiatives are key parts of the provincial social development strategy, aimed at reducing youth dependency on social assistance over time. There is increased funding that is allocated to community-based services, including support for victims of Gender-Based Violence and Femicide, disability support services, and programmes for vulnerable families. Without a doubt, social grant values increased to help cushion vulnerable households against rising costs of living, including above-inflation increases for key grants like Older Persons, Disability and Care Dependency Grants.

The Social Relief of Distress Grant remains an important safety net, especially for unemployed youth and working-age adults. We have had continuous efforts to improve efficiency and fraud prevention in grant delivery, including biometric verification systems, which is aimed at improving accountability and target support more accurately.

STRENGTHENING LOCAL GOVERNMENT AND GOVERNANCE

The Honourable Premier cited that Local government will be the face of our success when it comes to inclusive economic growth and infrastructure development. It is at municipal level where policies are translated into services, where infrastructure unlocks economic activity, and where citizens experience the state in their daily lives. I wish to start by congratulating following municipalities for obtaining clean audit during 2024/2025: uMhlathuze Municipality, Richmond Municipality, Mlalazi Municipality and King Cetshwayo District Municipality. I further wish to congratulate eThekweni Metro for being ranked

number 14 in the world as a tourist destination. This ranking means KwaZulu-Natal is also ranked on the 14 spot as tourist destination. Over the past year, I have made a call to COGTA to support municipalities to strengthen planning, financial management, and project execution, ensuring that local government becomes a capable and reliable partner in development. On a one-on-one session with the MEC for COGTA it was confirmed that about 19 municipalities are found to be stable and required normal monitoring. About 28 municipalities are categorised as at risk and required close monitoring and Section 154 support.

About 7 municipalities were categorised as in distress and required high priority and hands-on targeted intervention. This called for an effective municipal support plan. The Municipal Support and Intervention Plans (MSIPs) were developed using information and the intended support interventions that were required by the municipalities identified to be in distress. There was significant improvement in municipalities that have been categorised as distressed based on the close support on the implementation of MSIPs and packages of support that had been advanced by the department to these municipalities. As part of our local economic development agenda, we are aligning municipal infrastructure investment with growth corridors, industrial nodes, and township and rural economies. Municipalities are being positioned as active enablers of investment, job creation, and enterprise development, particularly for small businesses, youth, and women.

2.2.10 THE 14 NATIONAL OUTCOMES

The table following details the National Outcomes that each government sphere strives to achieve.

Table 2: The National Outcomes

OUTCOME 1: IMPROVE THE QUALITY OF EDUCATION		
Outputs	Key Spending Programmes	Role of Local Government
1. Improve quality of teaching and learning. 2. Regular Assessments to track progress. 3. Improve early childhood development. 4. A credible outcomes-focused accountability system	- Assess every child in grades 3, 6 and 9 every year. - Improve learning and teaching materials to be distributed to primary schools in 2014. - Improve math and Science Teaching	- Facilitate the building of new schools; - Participating in needs assessments. - Identifying appropriate land. - Facilitating zoning and planning processes. - Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections
OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY		
Outputs	Key Spending Programmes	Role of Local Government

1. Increase life expectancy to 58 for males and 60 for females; 2. Reduce maternal and child mortality rates to 30-40 per 1000 births; 3. Combat HIV/Aids and TB; 4. Strengthen health services effectiveness	▪ Revitalize primary health care; ▪ Increase early antenatal visits to 50%; ▪ Increase vaccine coverage; ▪ Improve hospital and clinic infrastructure; ▪ Accredite health facilities; ▪ Extend coverage of new child vaccines; ▪ Expand HIV prevention and treatment; ▪ Increase prevention of mother-to-child transmission; ▪ School health promotion increase school visits by nurses from 5 to 20%; ▪ Enhance TB treatment	▪ Many municipalities perform health functions on behalf of provinces; ▪ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments; ▪ Municipalities must continue to improve Community Health; ▪ Services infrastructure by ▪ Providing clean water sanitation and waste removal services
OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA ARE PROTECTED AND FEEL FREE		
Outputs	Key Spending Programmes	Role of Local Government
1. Reduce overall level of crime; 2. An effective and integrated criminal justice system; 3. Improve investor perceptions and trust. 4. Effective and integrated border management; 5. Improve perception of crime among the population; 6. Integrity of identity of citizens and residents secures; 7. Cyber-crime combated	▪ Increase police personnel; ▪ Establish tactical response teams in provinces; ▪ Upgrade IT infrastructure in correctional facilities; ▪ ICT renewal in justice cluster; ▪ Occupation-specific dispensation for legal professionals; ▪ Deploy SANDF soldiers to South Africa's borders.	▪ Facilitate the development of safer communities through better planning & enforcement of municipal by-laws; ▪ Direct the traffic control function towards policing high-risk violations – rather than revenue collection.
OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH		
Outputs	Key Spending Programmes	Role of Local Government
1. Faster and sustainable inclusive growth; 1. More labor-absorbing growth; 2. Strategy to reduce youth unemployment; 3. Increase competitiveness to raise net exports and gross trade; 4. Improve support to small business and cooperatives; 5. Implement expanded public works programme.	▪ Invest in industrial development zones; Industrial sector strategies: automotive industry; clothing and textiles; ▪ Youth employment incentive; ▪ Development training and system improve procurement; ▪ Skills development and training; ▪ Reserve accumulation; ▪ Enterprise financing support; ▪ New phase of public works programme.	▪ Create an enabling environment for investment by streamlining planning application process; ▪ Ensure proper maintenance and rehabilitation of essential services infrastructure; ▪ Ensure proper implementation of the EPWP at municipal level; ▪ Design service delivery processes to be labor intensive; ▪ Improve procurement systems to eliminate

		corruption and ensure value for money; Utilize community structures to provide services.
OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH		
Outputs	Key Spending Programmes	Role of Local Government
1. A credible skills planning institutional mechanism; 2. Increase access to intermediate and high-level learning programmes; 3. Increase access to occupational specific programmes; 4. Research, development and innovation in human capital	- Increase enrolment in FET colleges and training of lectures; - Invest in infrastructure and equipment in colleges and technical schools; - Expand skills development learnerships funded through sector training authorities and National Skills Fund; - Industry partnership projects for skills and technology development; - National Research Foundation centres excellence, and bursaries and research funding.	- Development and extend intern and work experience programmes in municipalities; - Link municipal procurement to skills development initiatives.
OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK		
Outputs	Key Spending Programmes	Role of Local Government
1. Improve competition and regulation; 2. Reliable generation, distribution and transmission of energy; 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports; 4. Maintain bulk water infrastructure and ensure water supply; 5. Information and communication technology; 6. Benchmark each sector.	- An integrated energy plan successful independent power producers; - Passenger Rail Agency: Acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers; - Increase infrastructure funding for provinces for the maintenance of provincial roads; - Complete Gauteng Freeway; - Improvement Programme; - Complete De Hoop Dam and bulk distribution; - Nandoni pipeline; - Invest in broadband network infrastructure.	- Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services; - Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport; - Maintain and expand water purification works and waste water treatment works in line with growing demand; - Cities to prepare to receive the devolved public transport function; - Improve maintenance of municipal road network.
OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY		
Outputs	Key Spending Programmes	Role of Local Government

1. Sustainable agrarian reform and improved access to markets for small farmers; 2. Improve access to affordable and diverse food; 3. Improve rural services and access to information to support livelihoods; 4. Improve rural employment opportunities; 5. Enable institutional environment for sustainable and inclusive growth.	▪ Settle 7000 land restitution claims; ▪ Redistribute 283 592ha of land use by 2014; ▪ Support emerging farmers; ▪ Soil conservation measures and sustainable land use management; ▪ Nutrition education programmes; ▪ Improve rural access to services by 2014: ▪ Water: 92% to 100%. ▪ Sanitation: 69% to 100%. ▪ Refuse removal: 64% to 75%. ▪ Electricity: 81% to 92%.	▪ Facilitate the development of local markets for agricultural produce; ▪ Improve transport links with urban centres so as to ensure better economic integration; ▪ Promote home production to enhance food security; ▪ Ensure effective spending of grants for funding extension of access to basic services.
OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS & IMPROVED QUALITY OF HOUSEHOLD LIFE		
Outputs	Key Spending Programmes	Role of Local Government
1. Accelerate housing delivery; 2. Improve property market; 3. More efficient land utilization and release of state-owned land	▪ Increase housing units built from 220 000 to 600 000 a year; ▪ Increase construction of social housing units to 80 000 a year; ▪ Upgrade informal settlement: 400 000 units by 2014; ▪ Deliver 400 000 low-income houses on state-owned land; ▪ Improve urban access to basic services: ✓ Water: 92% to 100%; ✓ Sanitation: 69% to 100%; ✓ Refuse removal: 64% to 75%; ✓ Electricity: 81% to 92%.	▪ Cities must wait to be accredited for the housing function; ▪ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements; ▪ Participate in the identification of suitable land for social housing; ▪ Ensure capital budgets are appropriately prioritized to maximum existing services and extend services.
OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM		
Outputs	Key Spending Programmes	Role of Local Government
1. Differentiate approach to municipal financing, planning and support; 2. Community work programme; 3. Support for human settlements; 4. Refine ward committee model to deepen democracy; 5. Improve municipal financial administrative capability; 6. Single coordination window	▪ Municipal capacity-building grants; ▪ Systems improvement; ▪ Financial management unqualified audits partnership grant; ▪ Increase urban density; ▪ Informal settlements upgrades.	▪ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality; ▪ Implement the community work programme; ▪ Ensure Ward Committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues; ▪ Improve municipal financial and administrative capacity by competency norms and standards

OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES		
Outputs	Key Spending Programmes	Role of Local Government
1. Enhance quality and quantity of water resources; 2. Reduce greenhouse gas emissions; 3. Mitigate climate change impacts and improve air quality; 4. Sustainable environmental management; 5. Protect biodiversity.	▪ National water resource infrastructure programme; ▪ Expanded public works environmental programmes; ▪ Biodiversity and conservation	▪ Develop and implement water management plans to reduce water losses; ▪ Ensure effective maintenance and rehabilitation of infrastructure; ▪ Run water and energy saving awareness campaigns; ▪ Ensure development does not take place on wetlands.
OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD		
Outputs	Key Spending Programmes	Role of Local Government
1. Enhance Africa agenda and sustainable development; 2. Enhance regional integration; 3. Reform global governance institutions; 4. Enhance trade and investment between South Africa and partners	▪ Proposed establishment of South African Development Partnership Agency; ▪ Defense: peace support mechanisms; ▪ Border control: upgrade inland ports of entry.	▪ Ensuring basic infrastructure is in place and properly maintained; ▪ Creating an enabling environment for investment
OUTCOME 12: A DEVELOPMENT ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP		
Outputs	Key Spending Programmes	Role of Local Government
1. Improve government performance; 2. Government wide performance and monitoring; 3. Conduct comprehensive expenditure review; 4. Celebrate cultural diversity	▪ Performance monitoring and evaluation; ▪ Stats SA, Census 2011: Reduce undercount; ▪ Sports and Recreation: Support mass participation and school sport programmes.	▪ Continue to develop performance monitoring and management system; ▪ Comply with legal financial reporting requirements; ▪ Review municipal expenditures to reduce wastage; ▪ Ensure Municipal Councils behave in ways that restore trust in local government.
OUTCOME 13: SOCIAL PROTECTION		
Outputs	Key Spending Programmes	Role of Local Government
Spatial equity	Defense: peace support mechanisms	▪ Coordinated development ▪ Democratic, Responsible, transparent, Objective and equitable municipal governance
OUTCOME 14: NATION BUILDING AND SOCIAL COHESION		
Outputs	Key Spending Programmes	Role of Local Government
Spatial equity		▪ Coordinated development. ▪ Social cohesion

2.2.11 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development to focus government initiatives and manage public expectations. Based on the Medium-Term Expenditure Framework (MTEF), 14 outcomes have been identified. Outcome 9 deals with local government and touches uThukela district municipality and its family of municipalities unswervingly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective, and efficient local government system that is part of a developmental state. Municipalities are guided by outcome 9, which has the following seven (7) outputs:

- ⇒ **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; and
- ⇒ **Output 7:** A single window of coordination

2.2.12 NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT(NSSD)

South Africa's natural resource base is under severe pressure, with many ecosystems already seriously degraded and we are faced with the reality that our country is most likely to be seriously affected by climate change. This coupled with South Africa's highly energy intensive nature points to the fact that we are currently on a development path which is unsustainable. The concept of sustainable development has been on the international agenda since the United Nations Conference on the Human Environment in Stockholm in 1972. Sustainability and sustainable development has been interpreted in numerous ways, with sustainable development having gained increasing recognition worldwide as a conceptual framework for development that recognizes the interdependencies between economic growth, social equity and environmental integrity. Although definitions vary, an internationally accepted definition emphasizes the need for a long-term planning horizon, and the adoption of a development path that improves the quality of life of current generations, while leaving future generations with at least the same capacity and options for development. Also, with the importance of enhancing horizontal linkages and promoting co-ordination

across sectors, and for recognizing synergies and tensions across sectors. This with the importance of vertical spatial linkages, so that local, provincial, national and global development efforts and governance are mutually supportive; and the role of partnership between government, business, non-government and community and voluntary organizations being recognized.

The World Summit on Sustainable Development held in South Africa in 2002 was tasked with reinvigorating the global commitment to sustainable development and delivered several key outcomes including a political declaration, the Johannesburg Plan of Implementation (JPOI), and a range of partnership initiatives. Paragraph 162 (b) of the JPOI requires that: “States should take immediate steps to make progress in the formulation and elaboration of national strategies for sustainable development and begin their implementation by 2005.” Following the World Summit, the then Departments of Environmental Affairs and Tourism and Foreign Affairs were mandated by Cabinet to formulate a National Strategy for Sustainable Development. The first phase of this process culminated in the adoption by the Cabinet in June, 2008 of the National Framework on Sustainable Development (NFSD).

In 2008, Cabinet approved the National Framework for Sustainable Development (NFSD) which signalled a new wave of thinking aimed at promoting effective stewardship of our natural, social, and economic resources. The NSSD builds on the NFSD and several existing initiatives by business, government, NGO’s, academia and other key role players to address sustainability issues in South Africa. It is a forward-looking strategy that regards sustainable development as a long-term commitment that combines environmental protection, social equity and economic efficiency, in line with our vision and values. The National Framework provides a valuable step in defining key sustainable development principles for the country, while being mindful of global challenges and growth ideals.

From 2009 to 2010 Phase two was undertaken and involved the formulation of a strategy and action plan for the period 2010 – 2014 to facilitate the implementation of the vision, goals and strategic priorities as outlined in the NFSD. It included proposals for an institutional framework to drive sustainable development and for a process of monitoring and evaluation of progress in implementing the NSSD. The third phase is from 2011 until 2014 and onwards. Although many relevant activities are already being implemented, a formal implementation of the action plan will commence on approval of the NSSD¹. Implementation will be accompanied by ongoing monitoring and evaluation of progress towards a sustainable society which also then provides feedback for a system of adaptive

management. Phase III implementation progress evaluation will inform the NSSD 2 (2015 -2020). The vision for South Africa's NSSD and action plan (NSSD1) is, "South Africa aspires to be a sustainable, economically prosperous and self-reliant nation state that safeguards its democracy by meeting the fundamental human needs of its people, by managing its limited ecological resources responsibly for current and future generations, and by advancing efficient and effective integrated planning and governance through national, regional and global collaboration.

The goals of the NSSD are as follows:

- To develop and promote new social and economic goals based on ecological sustainability and build a culture that recognises that socio-economic systems are dependent on and embedded within ecosystem.
- To increase awareness and understanding of the value of ecosystem services to human well-being
- To ensure effective integration of sustainability concerns into all policies, planning and decision making at national, provincial and local levels.
- To ensure effective integration and collaboration across all functions and sectors
To monitor, evaluate and report performance and progress in respect of ecological sustainability

The strategy is premised on five strategic priorities which are: enhancing systems for integrated planning and implementation; sustaining our ecosystems and using natural resources efficiently; towards a Green Economy; building sustainable communities and responding effectively to climate change.

Five key objectives have been identified in line with each strategic priority. For instance under climate change the objectives are: a fair contribution to the global effort to achieve the stabilisation of GHG concentrations in the atmosphere at a level that prevents dangerous anthropogenic interference with the climate system and to effectively adapt to and manage unavoidable and potentially damaging climate change impacts through interventions that build and sustain South Africa's social, economic and environmental resilience and emergency response capacity.

A list of interventions has been stipulated to assist in the achievement of the said objective. Under the strategic priority, 'Towards a Green Economy,' the objective is a just transition towards a resource efficient, low carbon and pro-employment growth path. One of the goals for this objective is

supporting regulatory framework and the interventions are a National Green Economy Strategy and sector Green Economy Implementation Plans. After the adoption of the NFSD, South Africa, along with most other countries, has been in an economic recession because of the global financial crisis.

South Africa's current economic development path is based primarily on maximising economic growth as measured by the gross domestic product (GDP), particularly through mining, manufacturing and agricultural activities. As indicated above, this has resulted in an energy-intensive economy and an Erosion of the resource base.

The need to put in place new socio-economic objectives, particularly around issues of equity, is clearly central to the policies of the democratic government. More recently, there has been some recognition of the need for a more radical redefinition of our development path, with emphasis being placed on the Green Economy.

2.2.13 THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY 2021 (PGDS)

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. 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 facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction. The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand, it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities. Attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The uThukela district municipality's IDP is reviewed within the framework of the PGDS and is fully aligned with the provincial development goals.

The PGDS identifies 7 strategic goals, and 31 strategic objectives designed to move the KwaZulu-Natal Province progressively towards the attainment of the 2035 development vision. It is important to note that the Provincial vision has shifted from 2030 to 2035. These goals and objectives are relevant for uThukela district municipality and its family of municipalities as they form part of the KwaZulu-Natal Province. All seven strategic goals form an integral part of local government agenda and focus areas for uThukela district municipality. The following diagram shows the 2016 strategic goals and strategic objectives:



2.2.14 Medium Term Development Plan (MTDP)2024-2029

The purpose of the MTDP is to take the priorities of the 7th Administration into the government planning system. At a Provincial level this is done through the KwaZulu-Natal Medium-Term Development Plan Implementation Framework. The MTDP and KwaZulu-Natal Medium-Term Development Plan Implementation Framework will continue to align to the goals and objectives of the NDP and principles and priorities of the Statement of Intent of the Government of National Unity.

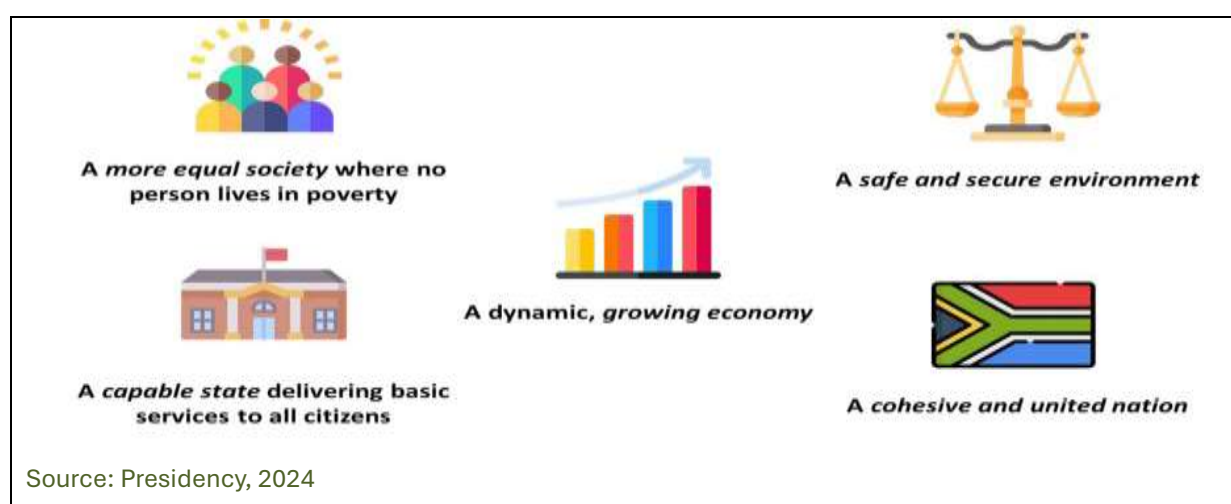
The MTDP was developed based on the Lekgotla outcomes on the Government of National Unity (GNU) Minimum Programme and outlines a detailed, comprehensive plan for the whole government, cascading these priority actions into a detailed plan and monitoring framework. The MTDP has three strategic priorities, but the focus on economy cuts across all strategic priorities and will direct planning and resources. This ensured a greater focus and a reduction in priority interventions in the MTDP 2024-2029.

The MTDP also addresses, across the priorities, the cross-cutting focus areas of women, youth and people with disabilities that need to be mainstreamed into all elements of South Africa's developmental future and all programmes of the government. The integrated monitoring framework of the MTDP 2024-2029 provides a clear framework for monitoring and outcomes, indicators and targets towards the achievement of priorities.

Overall, there will be a greater emphasis on programme implementation and delivery. Clusters will have to develop implementation plans to support delivery, and DPME will undertake an institutional analysis of each department's capacity to implement.

There are several structural reforms and programmes that will continue from the 6th to the 7th Administration. This will require a sustained commitment to follow through on the reforms initiated, in addition to new areas.

The MTDP 2024–2029 sets out five goals for the next five years. These are intended to guide the actions of the government in pursuing the goals of the NDP. The following figure depicts the five national goals



The MTDP 2024 – 2029 translates the NDP goals and the Government of National Unity (GNU) statement of intent (as the electoral mandate over 5 year-year period. Three Strategic Priorities have been identified to achieve the 5 goals and will be implemented across the state as follows:

Priority 1: Drive inclusive growth and job creation.

Priority 2: Reduce poverty and tackle the high cost of living.

Priority 3: Build a capable, ethical & developmental state.

Inclusive growth and job creation will be viewed as an apex priority. All spheres of government, clusters and sectors will prioritise relevant economic interventions, however, the three strategic priorities are interrelated and interlinked. A capable state plays a key role (direct and indirect) within the economy through regulation, network industries and by creating an enabling environment, and that law and order are maintained, whilst the social wage is a key instrument for poverty reduction and is a safety net for the vulnerable. It also ensures that we have a skilled and healthy workforce, enabling infrastructure and basic services.

The following are MTDP and KZN MTDP Implementation Framework Apex Priorities 2024-2029

Strategic Priority 1: Drive inclusive growth and job creation

Strategic Priority 2: Reduce poverty and tackle the high cost of living

Strategic Priority 3: Build a capable, ethical and developmental state

The KZN MTDP Implementation Framework 2024 – 2029 is the tool used to drive the implementation of National Development Plan (NDP) and the Medium-Term Development Plan (MTDP), guided by the context specific requirements of the province. The review of the Provincial Growth and Development Strategy (PGDS) and development of the KZN MTDP Implementation Framework 2024 – 2029 was modelled on the MTDP and its processes

A situational analysis was undertaken and considering trends over time and was guided by a social foundation model.

The Social Foundation model was used as it provides a basis to consider the intricacies and trade-offs between the social and- economic needs, and resource constraints, including the increasing evidence of climate change and impact of disasters in the KZN. The analysis was informed by several sources, including:

- National Development diagnostic report 2011.
- National Development Plan Review.
- Provincial 2011, 2016, 2020 Situational Overviews drafted for the KZN Provincial Growth and Development Strategy (PGDS 2013, 2016 and 2021), and 2023 update.

- KZN 2021 Socio-economic Outlook.
- National and Provincial 30-year Reviews.
- Development Indicators Report 2022.
- 5 Year Review of the progress implementation of the Provincial Growth and Development Strategy (2016-2021) and 2021- 2026.
- Provincial Growth and Development Plans and Annual Implementation Plans 2019-2024.
- One Province One View Outcomes.
- Draft Medium-Term Development Plan (MTDP).
- Census 2022 (STATS SA).
- Updated statistical releases and data from the Information and Innovation Hub (KZN Office of the Premier).

The analysis provided a summary of the province's development trajectory strategic achievements and challenges provided the foundation to identify areas where focused and strategic intervention is most urgently required.

The review and analysis of the PGDS 2021 indicated that several interventions remain critical and are to be sharpened and prioritised to address the triple challenges of poverty, inequality, and unemployment, particularly among the most vulnerable and poor. This was based on an evidence-informed approach, using high-level provincial and sectoral data to identify the key interventions' thematic areas which will drive and inspire new hope in achieving the vision for the KZN.

2.2.15 OPERATION SUKUMA SAKHE (OSS)

Operation Sukuma Sakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on several departments cooperating. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated as WAR ROOM. This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

OSS was launched in July 2009, under the campaign "One Home One Garden one product one village", with the following objectives:

- Making meaningful household intervention on poverty;
- Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse;
- Addressing the needs of the most vulnerable and deprived communities and households;
- Making rural development a realizable vision;

- Creating opportunities for skills development and employment;
- Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment, and environmental care. In the OSS model, coordination of services delivery at the ward level is centered around the “war room”. Each war room has a dedicated team that includes community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA. The development of this IDP for uThukela district municipality has adopted the principles of Sukuma Sakhe by establishing partnerships with local communities and getting involved in the War Rooms.

2.2.16 DISTRICT GROWTH AND DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district but will rather focus on limited but strategic projects of high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan that is under review serves as a district translation and an implementation framework for the PDGP. The plan generally sets out to be the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective.
- Identify the Key Performance Indicators (KPI) in respect of LED strategic objective that will be used to measure progress and performance.

- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by Vision by 2035.
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives.
- Establishing a District wide platform for Monitoring evaluation

2.2.17 BACK TO BASICS

The Back-to-Basics approach is designed to ensure that all municipalities perform their basic responsibilities and functions without compromise, and the programme is built on 5 pillars, which are the following:

1.PUTTING PEOPLE FIRST.

This pillar is focused on the involvement of the Public in Municipal Affairs as required by Municipal Systems Act 32 of 2000, Section 16 Chapter 4. It allows the Municipality to monitor the functioning of Ward Committees and the impact of community feedback meetings held by ward councillors with the intention of information sharing and evaluating the progress made in their request to be developed accordingly.

2.SERVICE DELIVERY.

This pillar focuses on all issues related to the service of the people. The way the Municipality delivers the service, and the level thereof is considered. The services ranges from waste collection, water and sanitation, road, and maintenance to mention a few. This pillar calculates the percentage in which these services are rendered and seek for reason as why it's not satisfactory.

3.GOOD GOVERNANCE.

This Pillar looks at all Council and its committees, the way they honour their scheduled meetings. It also looks at the functioning of the MPAC and the Audit Committee. This pillar paints a picture the Municipal stability and the functioning of the Oversight.

4.SOUND FINANCIAL MANAGEMENT.

The good sound financial management of the municipality is based on the information provided on this pillar. The accuracy of the figures and percentages of amount spent and received makes contributes to the call of clean audit. The monitoring of the expenditure and the income is done based on this pillar.

5. BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS.

This pillar is concerned with the quality of officials in the municipality; it focuses on the employment and the vacancy rate in the municipality. The kind of training the employees undergo, and the amount spent on such programs. It also addresses the issues of overstaffing comparing it with the relevant benchmark.

This is the essence of 'back to basics' approach is that things must be done differently if we want different solutions. The situation needs a change of paradigm that focuses on serving the people and not political elites and organizations. Back to Basic emphasises the development and finalization of a set of indicators as per the pillars of the Back-to-Basics approach. These indicators will measure whether municipalities are performing in terms of the basics.

Each functionary needs to understand the core mandate and orientation, understand their specific role in delivering the local government vision as envisaged in the White Paper and act in a manner that ensures that local government primarily serves its people by delivering basic services. Back to Basics will ensure that in every municipality, traffic lights work, potholes are filled, water is delivered, refuse is collected, electricity is supplied, and refuse and waste management takes place,"

The uThukela district municipality has fully embraced the Back-to-Basics Programme. Although the Back-to-Basics programme has been introduced in 2014, its relevance remains and it is still being prioritised in the municipality. This has been confirmed by the National Department of Local Government and traditional affairs. This Department stated in Circular 5 of 2021 that it is would be phasing out of reporting on the monthly Back to Basics reporting template that will be replaced by quarterly and annual reporting as part of the piloting process communicated through the update of Municipal Finance Management Act (MFMA) Circular Nr 88 of 17 December 2020.

From this, the implementation of the Back-to-Basics Programme has changed, but that the Programme is still being implemented and monitored through the Quarterly Circular 88 reporting. The reporting reforms process is joint work between the DCoG, the National Treasury (NT), the Department of Performance Monitoring and Evaluation (DPME), the South African Local Government Association (SALGA), Statistics South Africa (StatsSA) and the Auditor-General of South Africa (AGSA), with the aim of implementing reporting reforms at municipal level. The Department has further confirmed that the Back-to-Basics Programme remains a priority programme implemented in municipalities.

The uThukela district municipality remains committed to embracing and implementing the priority areas of the Back-to-Basics programme related to each of the pillars of the Programme. The table below indicates how the municipality institutionalises the Back-to-Basics programme through its corporate strategies:

B2B	Strategies
Pillar 1: Putting people first – Functionality of Ward Committees	1.1.4.1 Capacitate Ward Committees to improve their effectiveness
Pillar 1: Putting people first – Ward Committee grant expenditure %	1.1.4.1 Capacitate Ward Committees to improve their effectiveness
Pillar 1: Putting people first – Public Participation programs	1.1.3.1 Implement a Service Charter to meet set standards 1.1.4.3 Facilitation of Stakeholder and Community participation in policy making
Pillar 1: Putting people first – Community satisfaction survey	
Pillar 2: Delivering Basic Services -fundable consolidated infrastructure plans	1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines 3.3.1.1 Review and Implementation of Integrated Waste Management Plan 6.1.1.5 Compliance with national SPLUMA, SPLUM Bylaw, National Building Regulations and Municipal Building Control Bylaw.
Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses with regards to Water and Sanitation	2.1.1.1 Eradicate water services backlogs through provision of basic water services 2.1.1.2 Eradicate sanitation services backlogs through provision of basic sanitation services 2.1.2.2 provision of environmentally safe, effluent that meets the requirements of standards and prescripts
Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance with regards to Human Settlements	2.1.3.1 Improve community standard of living through accelerated development of Integrated Human settlement 3.1.3.1 Review and implement Informal Economy Bylaw and Policy 6.1.1.2 Development of a hierarchy of plans (i.e. precinct, nodal, concept etc.) 6.1.1.3 Review and implement Human Settlement Sector Plan 6.1.1.4 Review and Implement Land Use Scheme 6.1.1.5 Compliance with national SPLUMA, SPLUM Bylaw, National Building Regulations and Municipal Building Control Bylaw. 6.1.1.6 Efficient processing of development application and building plans 6.1.1.7 Review and implement Aesthetics Bylaw
Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance and reduced losses in electricity	2.1.1.3 Eradicate electricity supply backlogs through provision of basic electricity supply services 2.1.2.3 Implementation of energy efficiency, and renewable energy technologies 2.1.2.4 provision of electricity supply as per NERSA standards

B2B	Strategies
Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance in Waste Management	2.1.1.4 Eradicate refuse removal backlogs through provision of basic waste management services 2.1.2.1 Provide a weekly domestic solid waste removal service to the community 3.3.1.1 Review and Implementation of Integrated Waste Management Plan
Pillar 2: Delivering Basic Services - Infrastructure Delivery and maintenance with regards to Roads	2.1.1.5 Provision and maintenance of access roads
Pillar 2: Delivering Basic Services – Infrastructure Delivery and maintenance in Public Transportation	2.1.1.6 Provision of public transport infrastructure facilities
Pillar 2: Delivering Basic Services – Free Basic Services and Indigent Register	3.3.4 Provision of dignified indigent burial service
Pillar 2: Delivering Basic Services – Response to Service Delivery Outages	2.1.1.8 Strive to improve reliability and service life of Municipal infrastructure, facilities and assets
Pillar 2: Delivering Basic Services – Community Works Program (& EPWP)	3.1.5.1 Promoting economic growth by providing employment opportunities for Women, Youth and People Living with Disabilities 3.1.5.2 Promote economic growth by successful implementation of EPWP and CWP community-based projects
Pillar 2: Delivering Basic Services – Improved Policing & high mast lighting	3.2.1.1 Development and implementation of a crime prevention and safer city strategy
Pillar 2: Delivering Basic Services – Township Establishment	6.1.1.3 Review and implement Human Settlement Sector Plan
Pillar 3: Good Governance – Council meetings	1.1.1.1 Provide administrative support for all Council Committees
Pillar 3: Good Governance – Oversight Structures (S79, AC and ICR)	1.1.1.2 Strengthening Council Oversight through training on Legislation and Policies 1.1.7.1 Effective Audit Committee 1.1.7.2 Effective and value adding internal audit activity
Pillar 3: Good Governance - Interventions	
Pillar 3: Good Governance – Anti-corruption measures	1.1.1.2 Strengthening Council Oversight through training on Legislation and Policies
Pillar 3: Good Governance – Compliance with legislation and by-laws	1.1.1.3 Development and review of policies that will lead to improved service delivery and legislative compliance 1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines 1.1.5.1 Ensure access information in line with relevant legal prescripts 3.1.3.1 Review and implement Informal Economy Bylaw and Policy
Pillar 3: Good Governance – Service Delivery Protests	
Pillar 3: Good Governance – Regular Engagement with Communities	1.1.4.4 Implementation of effective communication strategy
Pillar 4: Sound Financial Management – Number of Disclaimers	
Pillar 4: Sound Financial Management – Realistic and cash backed budget	
Pillar 4: Sound Financial Management – Percentage Revenue Collected	5.2.1.3 Accurate and timeous billing and receipting of revenue

B2B	Strategies
Pillar 4: Sound Financial Management – Extent to which Debt is Serviced	5.2.1.5 Accurate and timeous payments of creditors
Pillar 4: Sound Financial Management – Efficiency and Functionality of Supply Chain Management.	5.3.1.1 Demand and acquisition management
Pillar 4: Sound Financial Management – Functional Financial Management System and Rigorous Controls	5.1.1.1 GRAP compliant 5.1.1.2 mSCOA compliant 5.1.1.3 Review of all financial related policies 5.1.1.4 Compliance with all MFMA and relevant local government financial legislation 5.2.1.1 Provide continuous Internal Communication and support on Budget and Financial Management matters 5.2.1.2 Asset Accounting Management 5.2.1.4 Apply Adequate Internal controls 5.2.1.6 Apply adequate financial management methodologies 5.3.1.3 Apply adequate financial management methodologies 6.2.2.1 Update immovable asset register 6.2.2.2 management of leased municipal properties
Pillar 4: Sound Financial Management – Cut Wasteful Expenditure (UIFW)	2.1.4.1. Review and Implement Fleet management Plan
Pillar 4: Sound Financial Management – Address Post Audit Action Plan	
Pillar 4: Sound Financial Management – Act Against Fraud & Corruption	
Pillar 4: Sound Financial Management – Culture of Payment for Services Campaigns	6.2.1.1 Development and maintenance of Valuation Roll in line with Municipal Property Rates Act.
Pillar 4: Sound Financial Management – Illegal Connections, Cable Theft, Manhole Covers Campaigns	
Pillar 5: Building Capacity – Filling of Senior Management Posts	4.1.1.1 Review and implement the attraction, recruitment and retention strategies.
Pillar 5: Building Capacity – Municipal Organograms	4.1.1.6 Maintenance of an organizational structure in line with organizational objectives
Pillar 5: Building Capacity – HR Development and Management	1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases 4.1.1.2 Review and implement Employment Equity Policy 4.1.1.3 Review and Implement EAP Policy and plans 4.1.1.4 Develop an effective training and development strategy and programs
Pillar 5: Building Capacity – Organised Labour engagements	4.1.1.5 Create and maintain sound labour relations between employer and employees
Pillar 5: Building Capacity – Establish, Resilient systems, ie. Billing	1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity
Pillar 5: Building Capacity – Adequate Experience and Institutional Memory	1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity 4.1.1.1 Review and implement the attraction, recruitment and retention strategies.

B2B	Strategies
Pillar 5: Building Capacity – Signing of performance agreements (all employees)	
Pillar 5: Building Capacity – Implementation of Performance Management Systems	1.1.2.1 Monitor evaluate measures and review the performance of the municipality against indicators and targets set in the IDP

2.2.18 GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES / ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how uThukela is applying them.

Table 3: Government Policies and how the Municipality is applying / addressing them.

Government Policy	Applications by Municipality
Sustainable Development Goals	The municipality has initiated and implemented a few projects aligned to the Millennium Goals that were targeted for 2015. The municipality has now shifted its focus from Millennium Development Goal to Sustainable Development Goals. The municipality initiated several projects and programmes that are aligned to the Sustainable Development Goals:
14 National Outcomes (Outcome 9)	- uThukela has adopted the IDP planning processes and that has been the guiding tool throughout the process. - The municipality has implemented several community work programmes addresses the Outcome 9:
5 KZN Priorities	uThukela strives to achieve the KZN Priorities in all its developmental programs. This means that, all projects that are implemented are within the 5 provincial priorities and this is evident with the project lists provided in the IDP
State of the Nation Address (SONA)	- EPWP implementation, implementation of infrastructure projects., creation of jobs - Water conservation measures to save water. - Implementation of HIV/AIDS programme
State of the Province Address (SOPA)	- All Infrastructure and social projects that the district is implementing in one way or the other addressing the challenges or goals of the States of the Province Address - IDP addresses the Gender, Senior Citizens, and People with Disabilities in the District under Social Services among others: gender advocacy sessions, implementation of policies pertaining to older persons. - IDP addresses the pillars of the Back to Basics - The municipality is aligning its PGDP with 14 national outcomes
KZN PGDS	All Infrastructure and social projects that the district is implementing in one way or the other addressing the KZN PGDS goals
Medium Term Development Plan (MTDP) 2024-2029	- The municipality is utilizing the DDM to guide IDP priorities - Align SDF and IDP spatially - Participate in Cluster and Stakeholder Structures - Update their IDPs annually to reflect new provincial priorities, targets, and interventions from the MTDP. - identify and prioritize catalytic projects in their IDPs that align with provincial catalytic projects and programmes - Progress reporting and monitoring systems (such as dashboards and quarterly reports) to track delivery across all spheres

MTSF	▪ The MTSF sets out the actions Government will take and targets to be achieved and our 2025/2026 IDP contains activities and targets sets out by the municipality that are aligned to the Government
PGDP	▪ uThukela has finalized its DGDP and the DGDP is fully aligned with the PGDP. All the strategic goals from the PGDP are addressed in our 2026/2027 IDP and beyond
Back 2 Basics	▪ The uThukela 2026/2027 IDP review addresses all the pillars of the Back to Basics ▪ Every month, municipal council must consider and then endorse a report on the degree to which it is meeting its governance obligations and the actual delivery of basic services being undertaken
National Strategy for sustainable development (NSSD)	▪ The uThukela district has seamlessly embedded its core priorities into local legislative, planning, and financial systems. ▪ The uThukela DM act as the primary engines for localized execution, transforming high-level national targets into concrete, community-level actions. ▪ The municipality has mainstreamed the five core NSSD priority areas into the five-year IDP review cycle. Ensure every infrastructure or service delivery project explicitly outlines its ecological footprint. ▪ Use SDF zoning to enforce the "urban edge," preventing urban sprawl and shielding local agricultural lands or critical ecosystems from unchecked encroachment. ▪ Legislate and conduct SEAs before approving massive industrial or residential zoning upgrades to pre-emptively map environmental constraints.

SECTION C:

SITUATIONAL ANALYSIS

3 SITUATIONAL ANALYSIS

Future improvement within uThukela district municipality and in the family of municipalities should respond directly to the development trends, patterns, needs and objectives of those who live and/or work within the jurisdiction. It must be significant to the local context while also contributing to the attainment of the provincial and national development obligations. This section of the fourth phase of the fifth generation IDP tries to provide a detailed analysis of the current development situation within uThukela and its surrounding. It is arranged as per the Key Performance Areas (KPA) but also considers issues that are relevant to uThukela district municipality. The national KPA's are as follows:

- Municipal Transformation and Institutional development
- Local economic development and social development.
- Basic service delivery.
- Financial viability and management
- Good governance and public participation.
- Spatial planning and Environment (KZN)

3.1.1 DEMOGRAPHIC CHARACTERISTICS

The population of uThukela District Municipality forms part of the ultimate objective of the development process, as well as being a subject in the process since the people provide labour and entrepreneurship for production also consume the output of production. Likewise, demographic **processes** e.g., fertility, mortality and migration determine the demographic **outcomes** such as size, age-sex structure and spatial distributions of the population which affect the functioning of **socio-economic processes** of land use, labour absorption, consumption, and expenditure which in turn define the **socio-economic outcomes** in terms of income, employment, education, health, housing etc. In short, this analysis will shed some light on the dynamics of uThukela District population, which can then be used to develop strategic interventions.

NB: It must be noted that the 2022 results from Statistics SA were released and changes in the section are informed by the CENSUS 2022 KZN results.

3.1.2 TOTAL POPULATION AND GROWTH RATE

The KwaZulu-Natal Province is the second most populous province in South Africa, after Gauteng. In 2021, the province had a population of 12 423 907, constituting roughly 20% of the nation's total population. Among the Province's districts and metropolitan municipalities, eThekweni Metro has the largest population (4 239 901 million) while *uThukela District Municipality is the fourth largest municipality in the province with a population of 789 092.*

The population density of the province is 121, 5 persons/ sq. km, which is lower than the national average population density (49). The density of the uThukela District is 61, 5. At the provincial scale, uThukela District can be classified as a medium density area. The district is divided into three local municipalities. Among the local municipalities, Alfred Duma Local Municipality has the highest population (50,8% population share), followed by Inkosi Langalibalele Local Municipality (29,4%), and Okhahlamba Local Municipality (19,8%). The highest population density within the district is found in Alfred Duma Local Municipality (89,5persons/ sq. km) and the lowest in Okhahlamba Local Municipality (34,8). Table and the Map below show the population and number of households for uThukela district municipality and its family of municipalities.

Table 3: Population of the Local Municipalities

Geography	Wards	Population	Population Share	Population Density (persons/ sq km)
Alfred Duma Local Municipality	37	415 036	50,8%	89,5
Inkosi Langalibalele Local Municipality	24	230 924	29,4%	60,2
Okhahlamba Local Municipality	15	143 132	19,8%	34,8
uThukela District Municipality	76	789 092	100,0%	61,5

Source: STATS SA CENSUS, 2022



Source; STATS SA CENSUS, 2022

3.1.3 ETHNIC COMPOSITION

Kwa-Zulu Natal population is at 84,9% the black African population group constitutes the largest proportion of KZN population, followed by Indians/Asians 9,3%, followed by White 4,1% and Coloureds 1,5 %.

Black Africans constitute 96, 2% of the uThukela district population. The shares of other population groups are Coloured (0, 5%), Indian/Asian (2, 1 %), and White (1, 2%). In the local municipalities, the share of the Black African population is highest in Okhahlamba Local Municipality (98, 1%) and lowest in Alfred Duma Local Municipality LM (95, 4%).

Ethnic/ Racial Composition of Population, 2022

Municipality	Black African	Coloured	Asian/ Indian	White
Alfred Duma Local Municipality	95,4%	0,6%	2,7%	1,4%
Inkosi Langalibalele Local Municipality	96,3%	0,6%	2,3%	0,8%
Okhahlamba Local Municipality	98,1%	0,2%	0,3%	1,5%
uThukela District Municipality	96,2%	0,5%	2,1%	1,2%

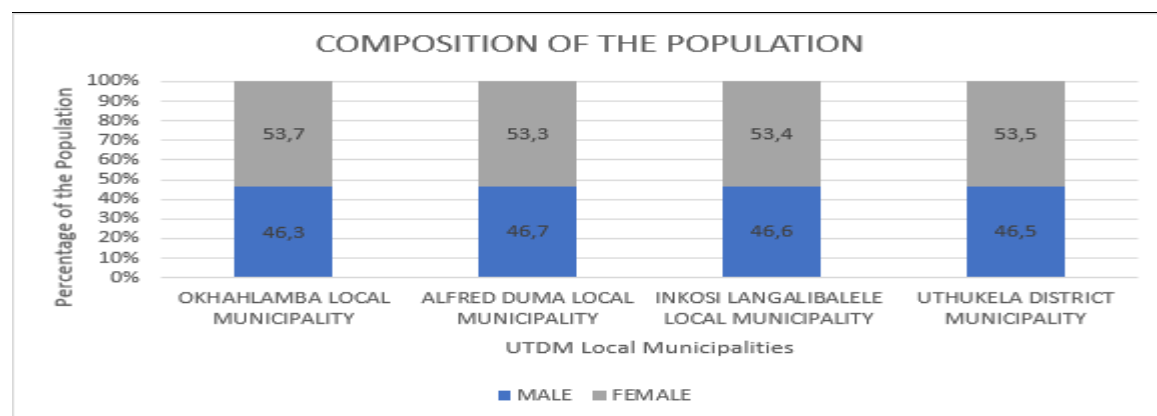
Source: STATS SA CENSUS, 2022

3.1.4 GENDER RATIO

Gender distribution in KZN, female have the higher percentage 52,4 and male constitute of 47,6. There is an indication that women be more than men from the age group of 20 years and up. The male population contributes approximately 47, 2% of the total district population. A lower share of male population possibly indicates the migration of male population to other areas in search for economic opportunities.

The graph below illustrates the composition of the population (female and males) in the family of municipalities in uThukela district. Throughout the district the population consist of more women compered to men, Okhahlamba females 53,3% whereas men 46,7. Alfred Duma comprised of 53,3 females and males 46,7. Inkosi Langalibalele comprised of 53,4 females and 46,6 males. The uThukela District Municipality then comprises of 53,5 females whereas males are 46,5 this led to a conclusion that in the uThukela District Municipality there are more females than men. The sex ratio therefor is 91 males per 100 females.

Gender Composition of the Population



Source: STATS SA CENSUS, 2022

3.1.5 AGE STRUCTURE AND AGE DEPENDENCY RATIO

The table below shows the proportion of the children population (aged 0-14) in the district is 36%. The aggregate proportion of the district's working-age population (15-64) is 58,7%, and the share of the elderly population (65+) is 5,2%. The share of the working-age population is 35,0 and 26,0 in Alfred Duma LM, 34,5 and 26,1 in Inkosi Langalibalele LM and 33,9 and 24,5 in Okhahlamba LM.

Age Structure of the Population, 2023

Municipality	YEARS (0-4)	YEARS (05-14)	YEARS (15-34)	YEARS (35-59)	YEARS (60+)	DEPENDENCY RATIO
Alfred Duma LM	10,2	19,6	35,0	26,0	9,2	63,8
Inkosi Langalibalele LM	10,2	20,3	34,5	26,1	9,0	65,2
Okhahlamba LM	11,5	21,4	33,9	24,5	8,7	71,2

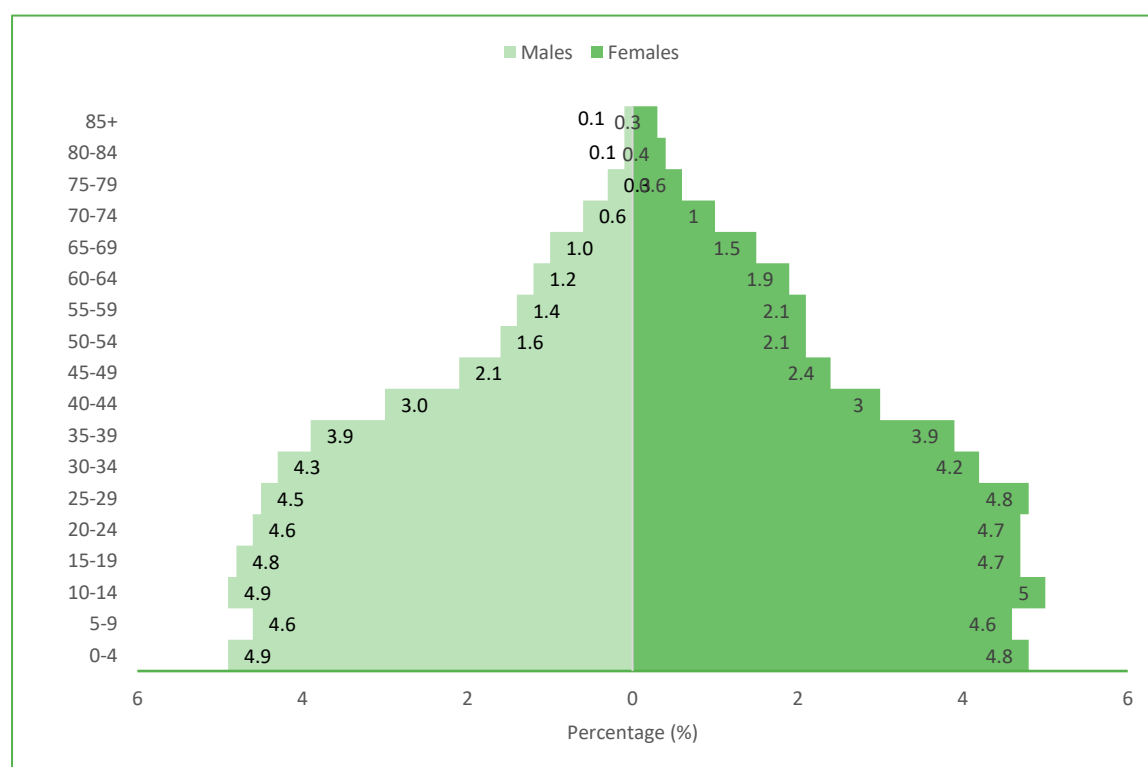
Source; STATS SA CENSUS, 2022

The age dependency ratio is the ratio of persons aged under 15 and older than 64 to those aged between 15 and 64 years (working age) in a population. This ratio shows the ratio of the economically inactive compared to the economically active population. Economically active people are expected to earn money, pay taxes, and contribute to the economy, whereas economically inactive people are the bigger recipients of government spending, e.g., education, pensions, and health care. Therefore, a

lower ratio indicates a healthier economy with a larger economically active/working-age population than an economically inactive population. The age dependency ratio of the district population is 0, 43– which is slightly lower than the national average (0, 52). Among the local municipalities, the dependency ratio is lowest in the Okhahlamba LM (0, 40). The other two municipalities have the same dependency ratio- 0, 44.

It must also be noted that the dependency ratio ignores the fact that the population age group above 65 is not necessarily dependent because a substantial number of elderlies in this age group still work. Similarly, many of those of 'working age' may not be working. Furthermore, many young adults remain in educational/vocational training institutes well after 15 years of age. Therefore, not all the resident population above 15 years of age may be a part of the workforce.

UTHUKELA DISTRICT POPULATION PYRAMID 2022



Source: STATS SA CENSUS, 2022

3.1.6 DEMOGRAPHIC DEVELOPMENT TREND

In 2019, CSIR undertook an exercise to project populations of all local and district municipalities and provinces using a demographic development model that considers natural population growth, migration, and the impact of climate change, among other factors and published the numbers in The Greenbook. The National Spatial Development Framework considers these projections for future

planning. For consistency, using these population numbers for the review of the District IDP is suggested. The future growth of the population, as predicted by CSIR, is provided in the following and it can be seen in the table in a medium growth scenario, the population of the district will grow to 0, 83 million in 2030 and to 0, 88 million in 2050. In a high-growth scenario, the district population will grow to 0, 92 million in 2030 and to 1, 04 million in 2050.

Future Population of the family Local Municipalities

Municipality	Population 2022	Medium Growth		High Growth	
		2030	2050	2030	2050
Alfred Duma LM	415036	416 024	454 065	441 336	513 601
Inkosi Langalibalele LM	230294	267 399	326 097	283 668	368 851
Okhahlamba LM	143132	146 320	142 465	155 223	161 140
uThukela DM	789 092	829 743	922 627	880 227	1 043 592

Source: *STATS SA CENSUS, 2022 and Quantec, 2022*

3.1.7 MIGRATION (INTERNAL / EXTERNAL)

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Inkosi Langalibalele. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. People from smaller towns and rural settlements in Okhahlamba and other dispersed areas flock to Ladysmith for several activities beyond employment.

The same trend is noticed with small towns and rural settlements of UMzinyathi district municipality coming to Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and uMzinyathi district municipalities. Subsequently, this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11 leads them to Newcastle and Johannesburg, while the N3 corridor leads them to the north of Gauteng, Pietermaritzburg, and Durban in the south.

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Inkosi Langalibalele. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. People

from smaller towns and rural settlements in Okhahlamba and other dispersed areas flock to Ladysmith for several activities beyond employment.

The same trend is noticed with small towns and rural settlements of UMzinyathi district municipality coming to Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and uMzinyathi district municipalities. Subsequently, this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11 leads them to Newcastle and Johannesburg, while the N3 corridor leads them to the north of Gauteng, Pietermaritzburg, and Durban in the south.

TYPES OF INTERNAL MIGRATION

The following diagram depicts the several types of internal migration that are applicable in uThukela district municipality:

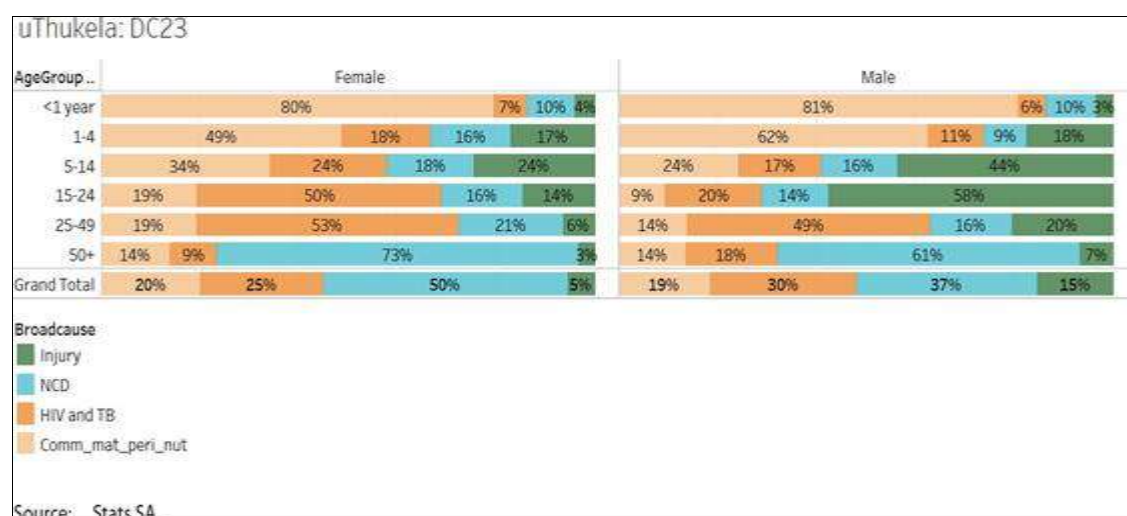
MIGRATION AND SERVICE DELIVERY

Migration hampers service delivery in uThukela district municipality due to unanticipated increase in population size in specific areas. These may be in the form of increases in actual population size, increase in household's size, and development of informal settlements. Geographical settings do not experience a similar pattern of effect in uThukela district municipality.

3.1.8 HEALTH

Certain infectious and parasitic diseases of the circulatory system and diseases of the respiratory system are the main causes of death in the district. HIV/AIDS is the leading cause of death for the 15-34 and 25-64 age cohorts, at 18.7% and 22.3% respectively. The top two leading causes of death for children below the age of five is diarrheal diseases (26.8%) and lower respiratory infections (17.0%). For the elderly, cerebrovascular disease, such as strokes (20.2%) followed by ischemic heart disease (13.2%) are the leading causes of death. The TB death rate within the district stands at 10 persons per quarter.

The following diagram illustrates the percentage of population with health problems.

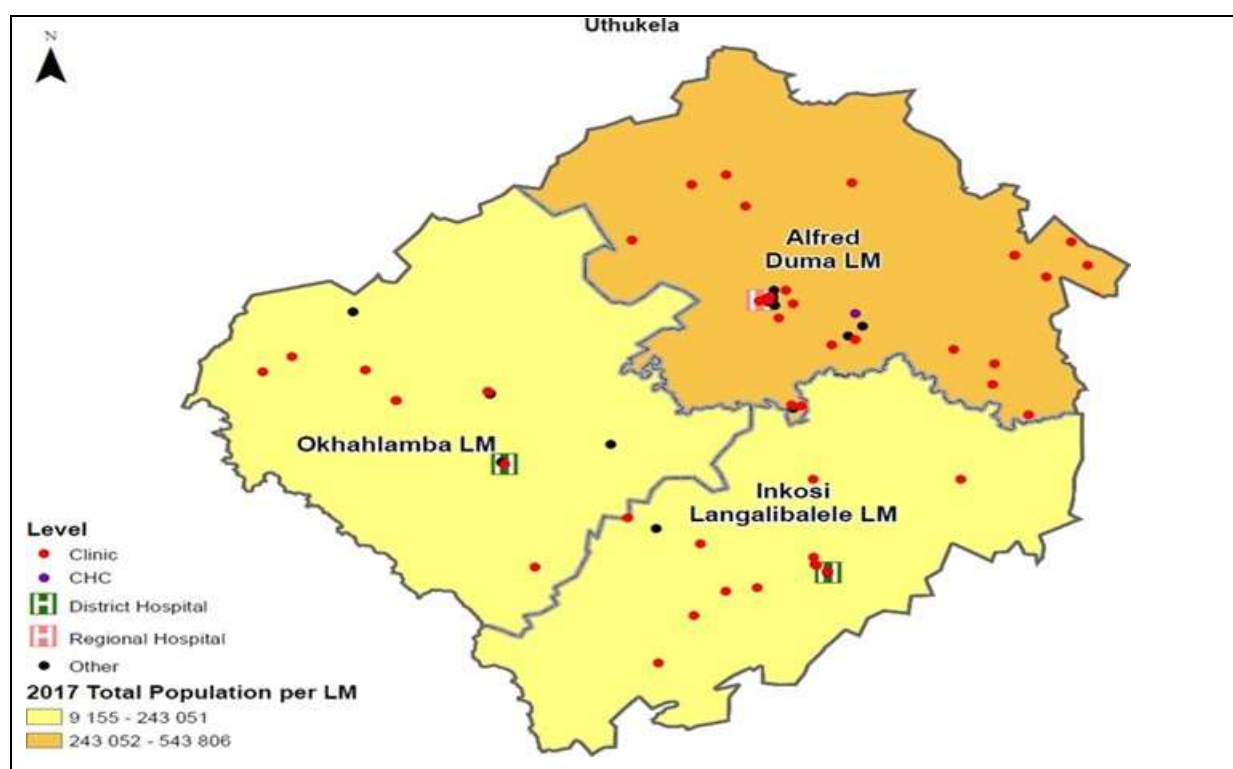


Source: STATS SA CENSUS, 2011 and The HSRC's South African National HIV Prevalence, 2019

The HSRC's South African National HIV Prevalence, Incidence, Behaviour and Communication Survey 2019, indicates that there were 7.9 million people living with HIV in South Africa and over 2.1 million were in KZN. *HIV prevalence in uThukela is at 22.4% down from 46.4% in 2009 and 40% in 2013.* Male circumcision, teenage pregnancy awareness campaigns, distribution of condoms and community mobilization are some of the strategies that have been used to reduce new HIV/AIDS infections.

In terms of maternal conditions, indirect maternal conditions (34.3%) and other maternal (22.2%) account for the leading causes of death for women in the 15-49 age category. The Maternal Mortality Ratio (per 100 000 live births) is 140.2, with Alfred Duma municipality recording the highest at 205.3.

uThukela has 37 fixed PHC clinics and 14 mobile clinics. Alfred Duma has the highest number of clinics at 20 with seven mobile clinics and Okhahlamba has the least clinics at 6 and the 3 mobile clinics. The following map shows the distribution of healthcare facilities in uThukela district.



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.1.8.1 UTHUKELA DISTRICT AIDS COUNCIL (DAC)

UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- Development of the District AIDS Plan.
- Monitor the implementation of the District AIDS Plan quarterly.
- Review and evaluate the implementation of the District AIDS Plan annually.
- Facilitate the establishment of Local AIDS Councils.
- Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS.
- Facilitate capacity building on HIV related issues.
- Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources.
- Commission relevant research and review statistics and other research reports relating to the district.
- Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care, and support.

- Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.

The last sitting of the DAC was on the 24 April 2026

3.1.8.2 HIV STRATEGY

uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. In the strategy there are several projects identified in mitigating the impact of HIV/AIDS such as awareness programmes.

3.1.9 SOCIO ECONOMIC DEVELOPMENT INDICATORS

3.1.9.1 EDUCATION AND LITERACY

The table below displays the level of functional literacy and higher education attainment for the population 05-24 years. The table below indicates that in Okhahlamba Local Municipality school attendance of 05-24 years has decreased from 46798 in 2011 to 42107 in 2022, the difference is 4691. In Inkosi Langa libalele Local Municipality there is a decrease in the number of people attending school from 63724 in 2011 to 62741 in 2022. There has been great improvement in number of people attending school from 110197 in 2011 to 113242 in 2022.

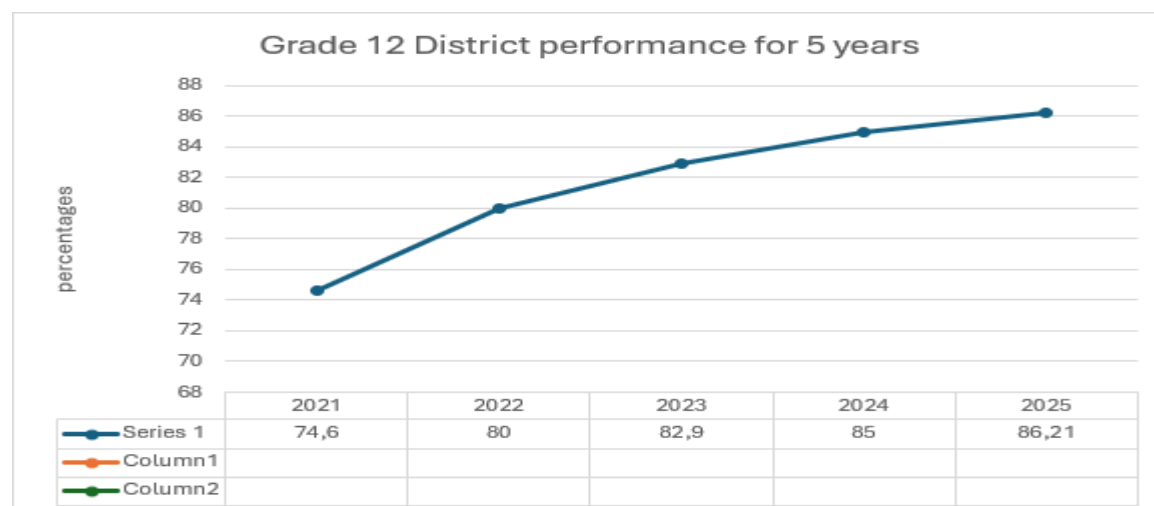
These statistics suggest that there is a need for increased efforts to improve functional literacy rates and higher education attainment in the district, particularly in areas with the lowest rates. This could involve programs and initiatives aimed at increasing access to education and resources, as well as promoting the importance of education in these communities. The table below shows the functional literacy and higher education attainment in the uThukela and its family of municipalities in 2022.

Functional Literacy and Higher Education Attainment (05-24 years population) 2022

MUNICIPALITY	SCHOOL ATTENDANCE OF 05-24 YEARS OLD		
	2011	2022	PERCENTAGE SHARE OF 5-25 YEARS OLD (2022)
OKHAHLAMBA LM	46798	42107	1,4%
INKOSI LANGALIBALELE LM	63724	62741	2,1%
ALFREAD DUMA LM	110197	113242	3,7
UTHUKELA DISTRICT MUNICIPALITY	378 039	218 090	1,6

Source: STATS SA CENSUS, 2022

The graph below indicates that the matric results have shown some increase for the past 5 years. in 2024 from 85.00% to 86.21 % in 2025 and this translates that the matric results have increased by approximately 1,21%. The graph below shows the performance of the uThukela district (education) from 2021 to 2025.



Source: Department of Education, 2025

3.1.9.2 UNEMPLOYMENT

The overall unemployment rate in the district is 44%, which is much higher than the national (34%) and provincial (37%) figures. The level of unemployment is highest in Okhahlamba LM (48%), and lowest in Alfred Duma LM (42%). The youth unemployment rate in the district is 60%, which is also much higher than the national (48%) and provincial (52%) figures. The level of youth unemployment is highest in Inkosi Langalibalele LM (63%) and lowest in Alfred Duma LM (58%). The high overall and youth unemployment rates indicate the lack of economic opportunities in the district. The lower share of male population than female population attests this assumption. A lower share of male population often indicates the migration of male population to other areas in search of jobs and economic opportunities. The table below depicts the unemployment rates in the uThukela and family of municipalities

Unemployment Rates in the Local Municipalities

Municipality	Overall Unemployment rate	Youth Unemployment rate (15-34)	Share of formal Employment
Alfred Duma LM	41,99%	57,7%	84%
Inkosi Langalibalele LM	46,24%	63,0%	83%
Okhahlamba LM	47,58%	62,2%	78%
uThukela DM	44,14%	60,0%	82%

Source: STATS SA CENSUS, 2022

3.1.10 INCOME AND INEQUALITY

The average household income in the district is R214,0 thousand per annum, which is lower than both the national (R272,5 thousand) and provincial average (R259,6 thousand). The average household income is highest in the Inkosi Langalibalele LM and lowest in Okhahlamba LM. The percentage of tax paying population is highest in Inkosi Langalibalele LM and lowest in Alfred Duma LM.

3.1.10.1 HOUSEHOLD INCOME

Household income can be used as a proxy for the economic well-being of household and individuals, as it determines their consumption and savings potential. Changes in the income by households is one of the direct indicators available that can be used to establish who benefits from economic development and how much the beneficiaries are benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e. R1 228 801-R 457 600) has decreased throughout the years. The table below shows the household current income and income inequalities in uThukela and its family of municipalities.

Household Current Income and Income Inequalities

Municipality	Average HH Current Income (000 Rands)	Tax paying population	Gini Coefficient
Alfred Duma LM	221,11	0,2%	0,607
Inkosi Langalibalele LM	223,68	2,8%	0,611
Okhahlamba LM	179,72	1,8%	0,598
uThukela DM	214,04	1,6%	0,630

Source: STATS SA Community survey ,2016), and (Quantec 2022)

The Gini coefficient measures the level of income inequality. A Gini coefficient of zero expresses perfect equality, and the value 1 represents perfect inequality. It is well known that South Africa's Gini coefficient is one of the highest in the world. The District's Gini coefficient is 0.630, which is similar to the national average. It is highest in Inkosi Langalibalele and lowest in Okhahlamba.

3.1.11 GVA CONTRIBUTION PER SECTOR

The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA . This was followed by wholesale and retail trade, catering, and accommodation at 17%; and then finance, insurance, real estate, and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%.

From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate, and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum. The table shows the GVA contribution per sector in constant prices for the uThukela district municipality from 2001-2011.

GVA Contribution per Sector

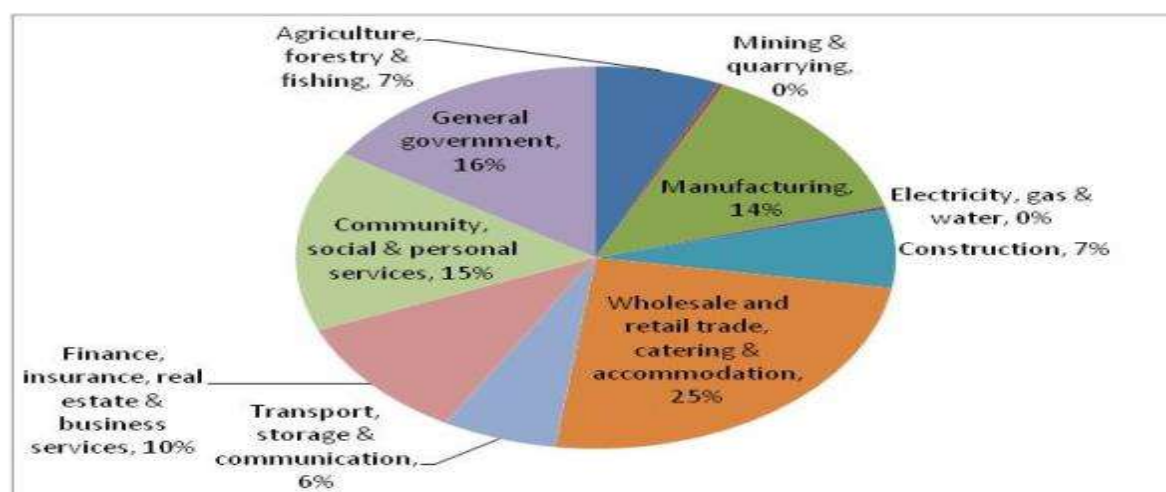
	2001	2006	2011	Average annual growth 2001-2011
Agriculture, forestry, and fishing	425	619	946	8%
Mining and quarrying	90	75	76	-2%
Manufacturing	1 917	2 389	2 857	4%
Electricity, gas and water	333	378	402	2%
Construction	184	249	394	11%
Wholesale and retail trade, catering, and accommodation	1 116	1 688	2 342	8%
Transport, storage, and communication	806	1 326	1 873	9%
Finance, insurance, real estate, and business services	833	1 433	2 069	10%
Community, social and personal services	475	617	730	4%
General government	1 116	1 334	1 784	5%

Source: STATS SA CENSUS, 2011

3.1.11.1 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2011 was wholesale and retail trade, catering and accommodation at 25%. This was followed by government at 16% and community, social and personal services at 15%. Employment in the primary sector comprised around 7% of total employment in the district in 2011.

Figure 11: Employment per Sector



Source: (uThukela LED strategy, 2025)

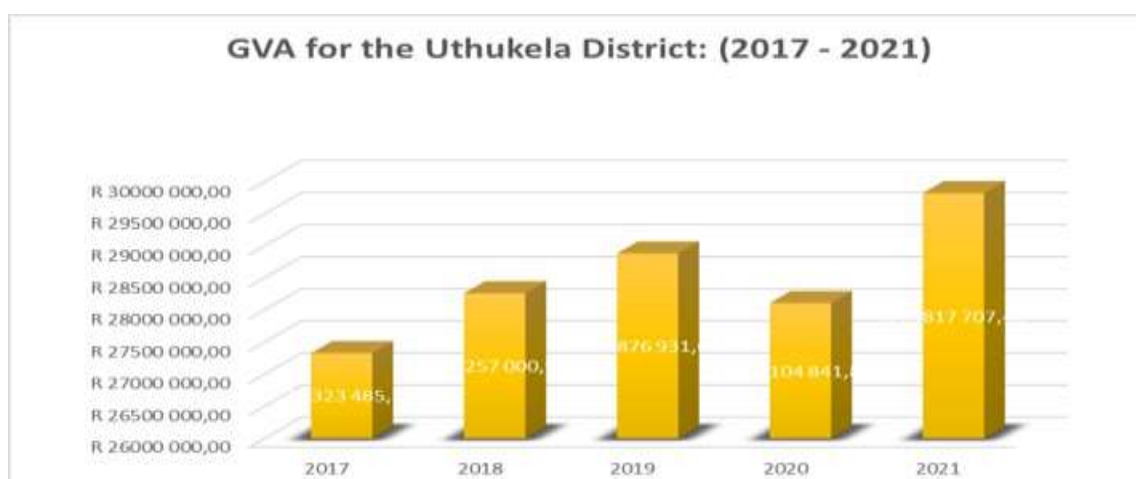
From an employment growth perspective, the agriculture; manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between 2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance,

insurance, real estate, and business services; transport, storage and communications; and general government (all 5% growth respectively).

3.1.12 POVERTY DIMENSIONS

Using the lower-bound poverty line, there are **62.7%** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally. Poverty is distributed across uThukela as follows: Okhahlamba (68.6%), Inkosi Langalibalele (65.5%) and Alfred Duma the lowest at 58.7%. The overwhelming majority of people living in poverty are from the black communities.

In 2018, uThukela contributed 3.7% (approximately R18.7 billion) to the Provincial GDP. This proportion is markedly lower than the proportion that this district contributes to the provincial population (6.3%), which implies that this district is economically burdensome on the rest of the province. The economic data released on 21 April 2020 by Stats SA Business Survey⁴, provides insights into the impact of the COVID-19 pandemic, painting a very bleak picture of the uThukela economy. The economy had contracted significantly in 2020 to an extent that businesses sought financial relief from government, and some were unable to survive. The GDP of uThukela consequently dropped considerably. The graph below indicates that in 2021, the economy picked up momentum and expanded considerably, however the growth experienced in the district has not translated into employment opportunities. uThukela contributed 3.7% (approximately R18.7 billion) to the Provincial GDP. This proportion is markedly lower than the proportion that this district contributes to the provincial population (6.3%), which implies that this district is economically burdensome on the rest of the province. The economic data released on 21 April 2020 by Stats SA Business Survey⁴, provides insights into the impact of the COVID-19 pandemic, painting a very bleak picture of the uThukela economy. The economy had contracted significantly in 2020 to an extent that businesses sought financial relief from government, and some were unable to survive. The GDP of uThukela consequently dropped considerably. The graph below indicates that in 2021 the economy picked up momentum and expanded considerably, however the growth experienced in the district has not translated into employment opportunities.



SOURCE; UTHUKELA LED, 2025

3.1.13 KEY FINDINGS

- ⇒ The population of uThukela district was projected to be 696 718 in 2022.
- ⇒ The projections are that the population of uThukela will grow to 1.04 million in 2050.
- ⇒ The population of uThukela district municipality is unevenly distributed.
- ⇒ Male population contributes approximately 46.5% of the total population.
- ⇒ Black Africans dominates the district population by 96.2%
- ⇒ The highest population density within the district is found in Alfred Duma local municipality with 85.5% persons/sq km and the lowest is Okhahlamba LM with 34.8%.
- ⇒ uThukela can be classified as a medium density area.
- ⇒ The age dependency ratio of the district population is 0.43 which is slightly lower than the national average of 0.52.
- ⇒ The functional literacy rate of the district is sitting at 67.5% which is lower than the national and provincial averages which is 77% and 74% respectively.
- ⇒ The statistics suggest that there is a need to increase efforts to improve functional literacy rates.
- ⇒ Dependency ratio is high (63.8%) in Alfred Duma municipality compared to other locals.
- ⇒ Okhahlamba and Inkosi Langalibalele also have high dependency ratio (71.2% and 65.2% respectively).
- ⇒ There are **62.7%** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally.
- ⇒ Unemployment rate is sitting at 44% which is higher than the national 34% and provincial 37%
- ⇒ Youth unemployment in the district is sitting at 60%

3.2 SPATIAL ANALYSIS

uThukela district municipality boundaries were delineated in terms of the Municipal Demarcation Act considering several factors including physical features of the area, population movement patterns, economic trends, and social organisation of communities. As such, the boundaries are not simple administrative but also provide a framework for regional economic development planning. This section provides a broad spatial analysis, and it should be appropriate if it reads together with the ***uThukela district municipality approved 2026/2027 SDF***.

During the process, the principles that direct the preparation of the uThukela SDF and its implementation is summarized hereunder:

- Spatial development principles as founded in the Sustainable Development Goals (SDG's), National Spatial Development Perspective (NSDP), National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP) Spatial Land Use Management Act (SPLUMA) and Provincial Spatial Economic Development Strategy (PSEDS)

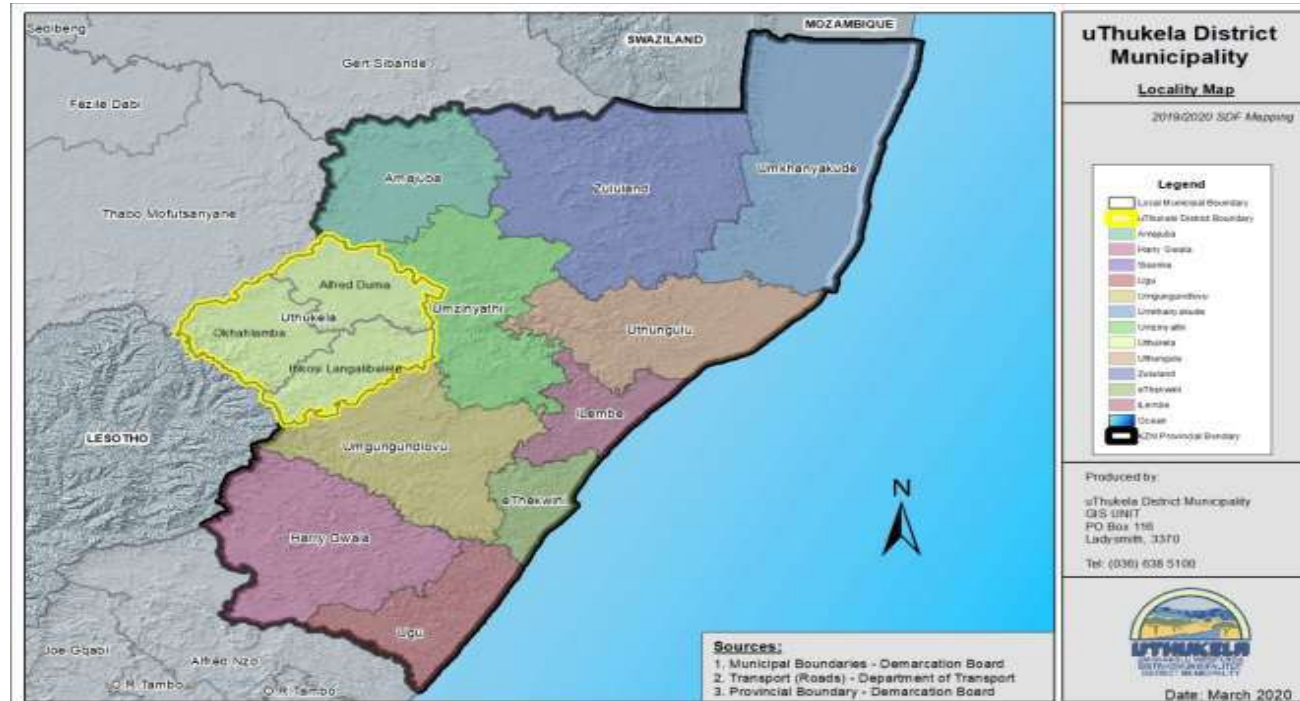
3.2.1 REGIONAL CONTEXT

uThukela is located within the middle west of KwaZulu-Natal Province. The district comprises of three local municipalities, namely:

- Okhahlamba(KZ235);
- Inkosi Langalibalele (KZ237);
- Alfred Duma (KZ238);

It is strategically positioned within the centre of Durban and Johannesburg, which are the national hubs within the country in terms of trade of commerce. It also largely comprises of Ukhahlamba Drakensberg Park that is a declared World Heritage Site, and this places the area as global interest. The district is anchored around Ladysmith Town, which serves as a service and administrative centre, and a commercial hub for uThukela District and beyond. However, the role and function of Ladysmith commercial centre cannot be exaggerated a regional scale given the fact that it is a relatively smaller town when a comparison is drawn from the nearest regional centres such as Newcastle and Pietermaritzburg.

Therefore, Ladysmith can be classified as a sub-regional centre and not a regional centre that serves as a feeder for smaller towns that are located between 100km to 200km away from it. Although uThukela



3.2.2 ADMINISTRATIVE ENTITIES

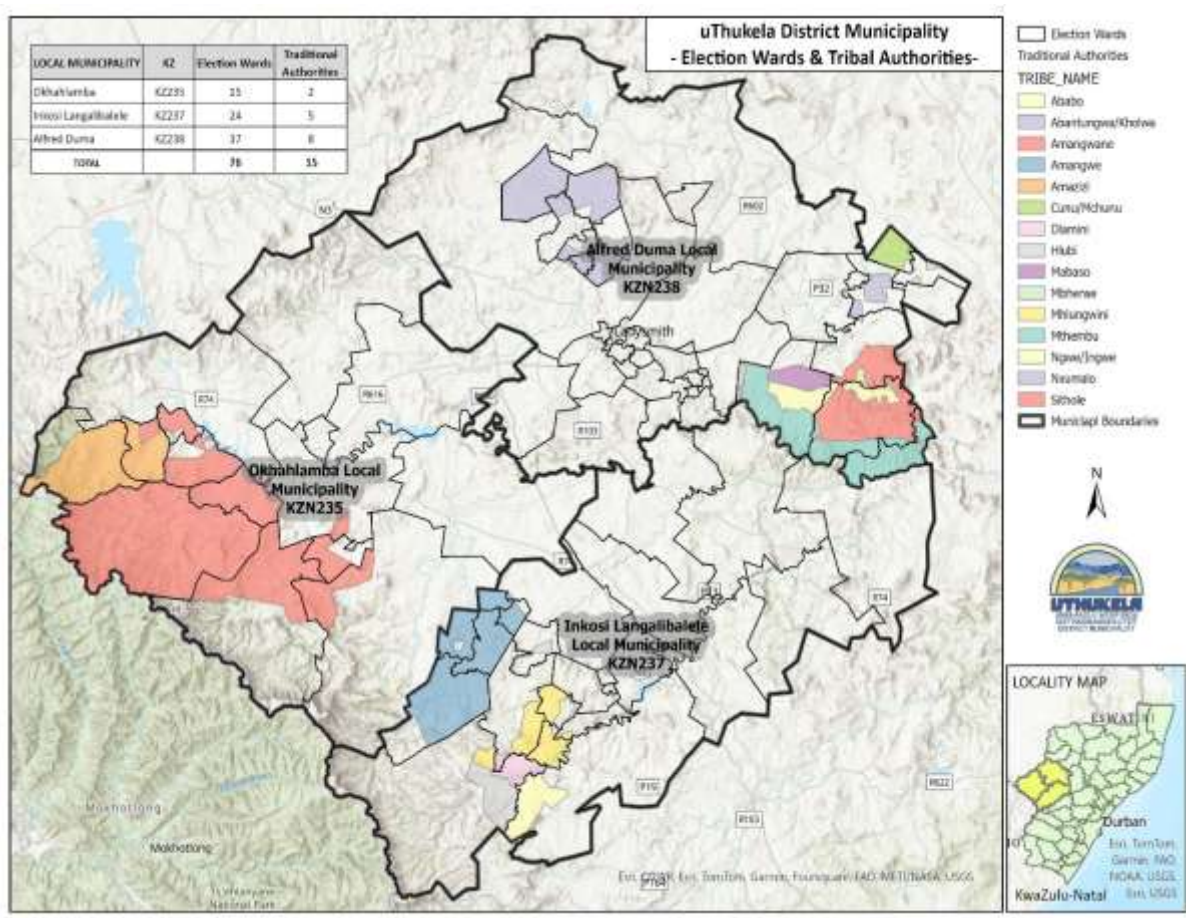
Most parts of uThukela District Municipality are farmlands, which are managed in terms of the Agricultural Act 70 of 1970. Under the KwaZulu-Natal Planning and Development Act No. 06 of 2008 (PDA), these areas are also subjected to land use controls when the municipalities develop the Wall-to-Wall Land Use Management Schemes. In case of land that is under Ingonyama Trust there are additional local structures that have the influence in terms of land allocation.

The local municipalities have expressed challenges in terms of managing land allocation within the areas that are under Amakhosi. The municipality communicates with the Amakhosi during the IDP processes about land allocations. This affords the municipality a platform to advise the Amakhosi if their land allocation issues are not ideal. The implementation of the recommendation of the PDA (to have wall-to-wall Land Use Management Scheme) by local municipalities will assist in this issue.

3.2.3 TRADITIONAL AUTHORITIES' AREAS

The traditional authority areas account for 18% (2078 km²) of the whole district. These areas comprise of settlements, subsistence agricultural land and limited social and economic activities. The composition of these areas is as follows:

Name	TA Area km ²	% TA Area km ²
Alfred Duma	699	33
Okhahlamba	931	45
Inkosi Langalibalele	448	22
Total	2078	100



SOURCE; UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.4 STRUCTURING ELEMENTS

3.2.4.1 THE ROLE OF N3 AND N11

The National Routes (i.e., N3 and N11) runs through the municipal area and these are the most visible man-made structuring elements within the district. N3 runs from south to north and vice versa. It transverses the area centrally and it is the busiest route with limited access points. N11 adjoins N3 via R103 in Ladysmith Urban Centre. This route proceeds to Newcastle and beyond. It is also a busy corridor in the province and a major link between the national industrial hubs of Johannesburg. It can be considered as the primary route within the area. This route is, however, largely a movement corridor between the different areas of uThukela.

Due to the high volumes of traffic along this road, and the fact that it is largely being utilised as a main route by trucks and other freight vehicles, many opportunities exist for development that can capitalize on the existence of this route. Due to the limited access nature of this road, opportunity points exist at key intersections or off-ramps along its route.

3.2.4.2 INFLUENCE OF MAJOR RIVERS AND BOUNDARY DERMACATION

The biggest rivers that are found within uThukela are Tugela River, Kip River, Ngogo River, Ngwenyana, Sand River, Bosman River, Bloukrans River, Sikhehlenga River and Wasbank River. These rivers are the most visible natural structuring elements of the district area such that the Municipal Demarcation Board used these to demarcate some of the boundaries between the Local Municipal Areas.

3.2.4.3 INFLUENCE OF UKHAHLAMBA MOUNTAINOUS AREAS

Ukhahlamba Drakensberg as well as mountainous areas on the north presents the very strong natural structuring elements. These areas were used by the Municipal Demarcation Board to demarcate the boundaries for uThukela District Municipality. Ukhahlamba Drakensberg acts as the physical bearer between uThukela District and the Kingdom of Lesotho while the mountainous areas towards the north were used to separate uThukela District Municipality from Thabo Mofutsanyana District Municipality (Free State Province) and Amajuba District Municipality (KwaZulu-Natal Province). The mountainous areas form a “C-shaped” belt that meanders from the south to west and eventually to north of the district municipal area.

3.2.4.4 INFLUENCE OF EARLY APARTHEID SPATIAL PLANNING LEGACY

The historically spatial planning practices had a profound impact on the spatial structure on uThukela. Apartheid policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy. A review of the structure and form of the municipal area reveals a low-density urban sprawl that was engineered by segregation policies. Ezakheni/ St Chads are one of the spatial footprints of the apartheid past that will take long to eliminate.

It changed by crisis search for land by the past authorities for segregation purposes hence the location of Ezakheni some 30km outside of Ladysmith. It presents the municipality with a serious challenge to transform the area from being a dormitory suburb into a functional, integrated, and generative spatial system. The other segregated urban settlements include the R293 Townships such as Wembezi and

Ekuvukeni. The notion and location around the introduction of these areas was like Ezakheni. Therefore, these also became the fragmented urban settlements for both Ladysmith and Estcourt.

3.2.4.5 IMPACT OF POST APARTHEID SPATIAL PLANNING LEGACY

The end of apartheid marked what was initially perceived as a new chapter for spatial planning. The new spatial planning concepts were recently introduced, and these encouraged compact and integrated urban environment. Such an environment is pursued by local planning instruments, which are intended to encourage a dignified environment (i.e., sustainable human settlements) for every member of society to reside in. However, the concept of sustainable human settlements has not truly materialized. The urban environments within uThukela have not become compact and integrated. In fact, what has since transpired is as follows:

- The location of new low-cost housing projects still took place in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.
- Speculative sprawl has taken place that involves higher income people seeking to privatize amenity. The majority of this occurs just outside Ladysmith, particularly western suburbs.
- Urban management approach, which promotes anti-city values of suburbia – single storey houses on a large plot of land as a symbol of ‘good’ urban living.
- The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration)
- In addition, the growth of dislocated settlements (former black spots and land reform settlements) either in peri-urban areas or commercial farmlands

3.2.5 EXISTING NODES AND CORRIDORS

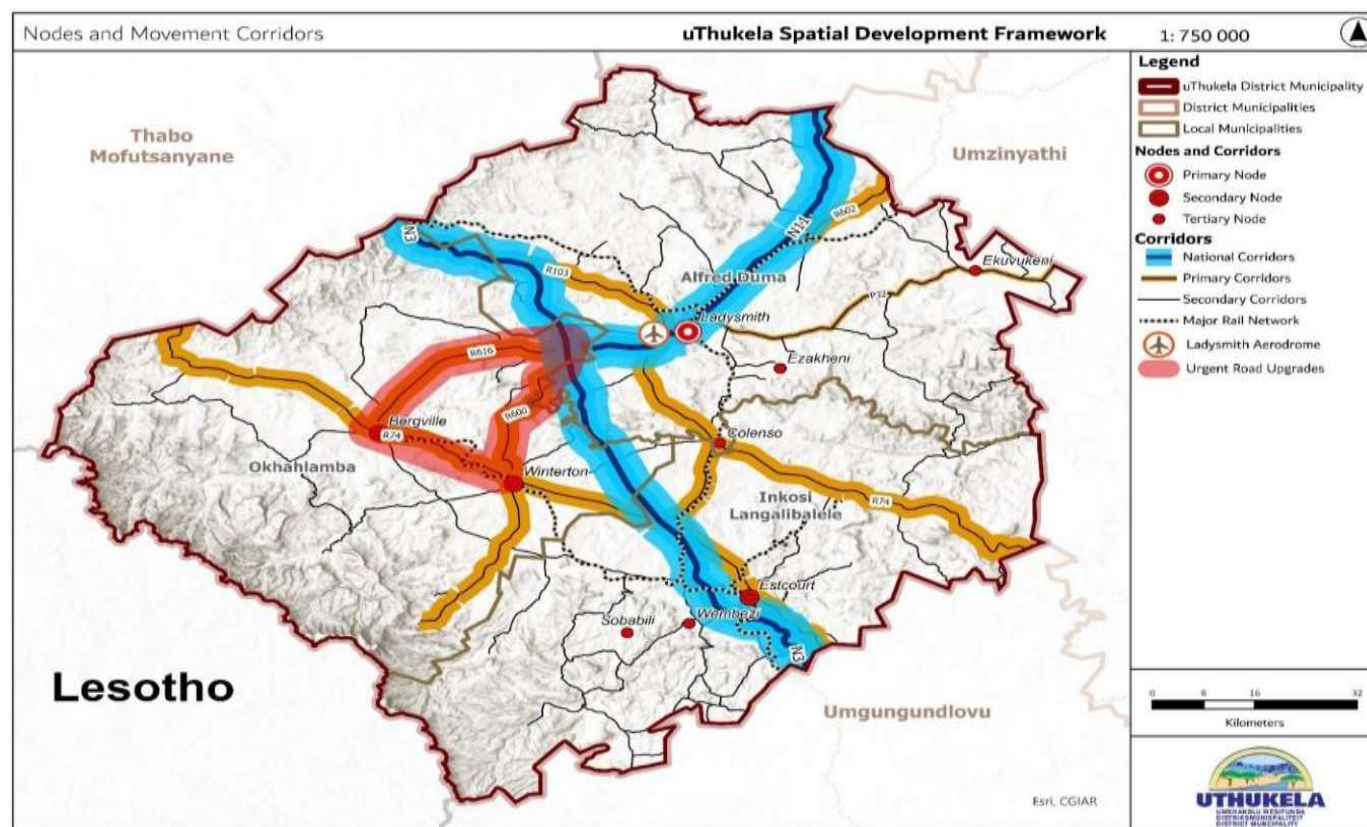
3.2.5.1 SYSTEM OF ACTIVITY NODES

The main issues facing uThukela district municipality is a poor settlement pattern, which manifests in the form of the dominance of small towns as a regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. To address this, there is a

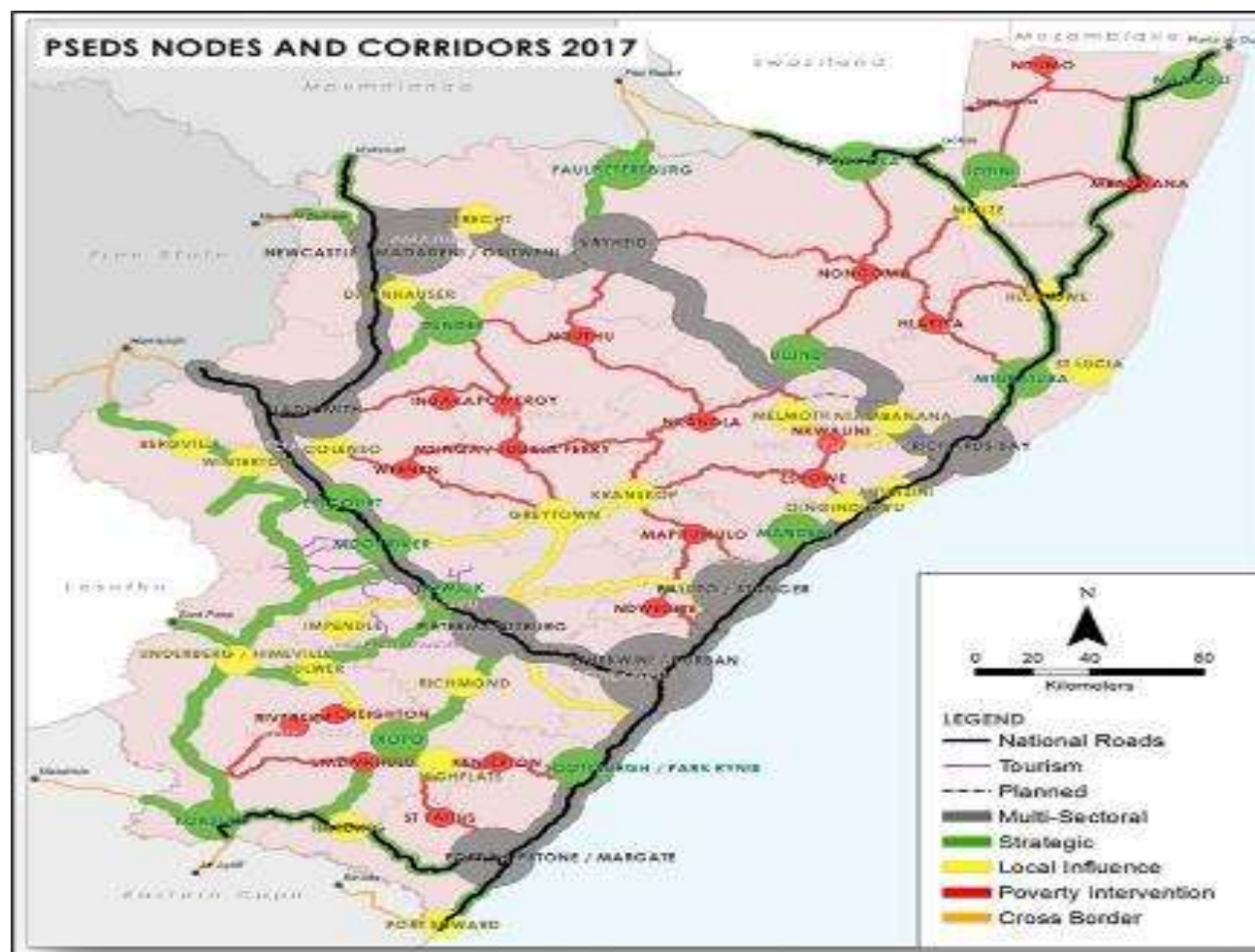
need to facilitate the evolution of a system of nodes incorporating primary, secondary, tertiary/incipient, and rural service nodes. An activity node is a place of high accessibility onto which both public and private investments tend to concentrate.

An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors. Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people can satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system. Application of a system of development nodes in UThukela District is indicated on map below.

- Regional/ District Node (Ladysmith) – it has a much-diversified economy that is mainly driven by the manufacturing which is value adding and creates many jobs. This regional economic centre still boosts with a lot of potential for investment and further growth. It forms part of the provincial spatial systems and is identified in the PSEDS as one of the economic hubs.
- Primary Nodes are Estcourt, Bergville and Winterton.
- Secondary Nodes are Ekuvukeni, Wembezi, Ezakheni Town Centre and Colenso Town and Sobabili
- Tertiary Nodes are Driefontein Node, Matiwane Node, Ezitendeni – Msusimpi Complex, Limehill Complex, Weenen, Zwelisha, Dukuza Complex, Emmaus, Geluksburg and Emahlutshini.
- Rural Nodes are Lucitania, Drooval, Steincoal Spruit, Van Reenen, Roosboom, Thembalihle, Cornfields, Frere, Chively, Rensbergdrift, Nhlawe, Amabolwane – Okhalweni Complex, Sahlumbe, Mhlumayo, Bhekuzulu and Emhlabathini
- Tourism Node are Cathkin Park, Babangibone, Giants Castle and Injisuthi

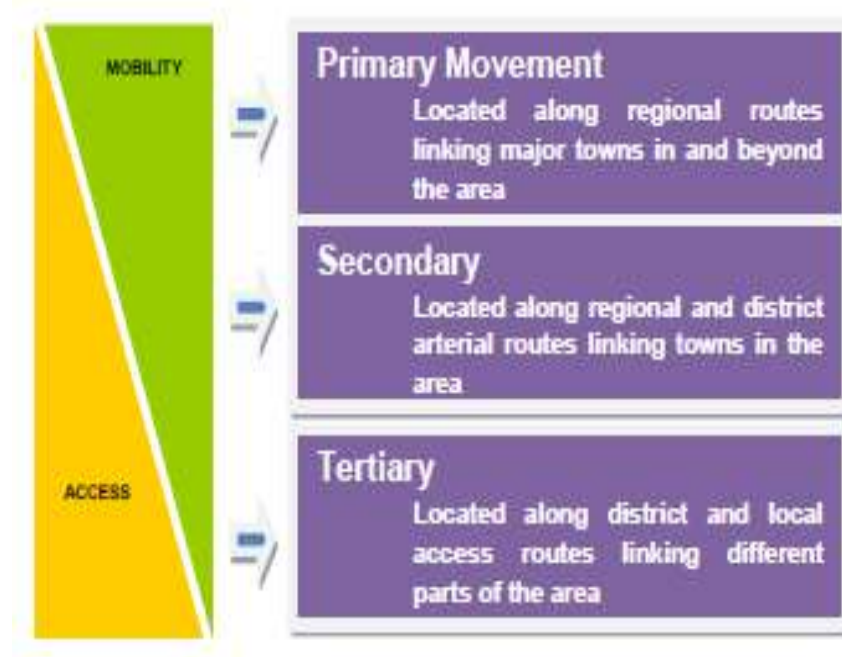


SOURCE; UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.5.2 HIERACHY OF DEVELOPMENT CORRIDORS



Development corridors in uThukela District Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point. Corridor development as a spatial structuring element, and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

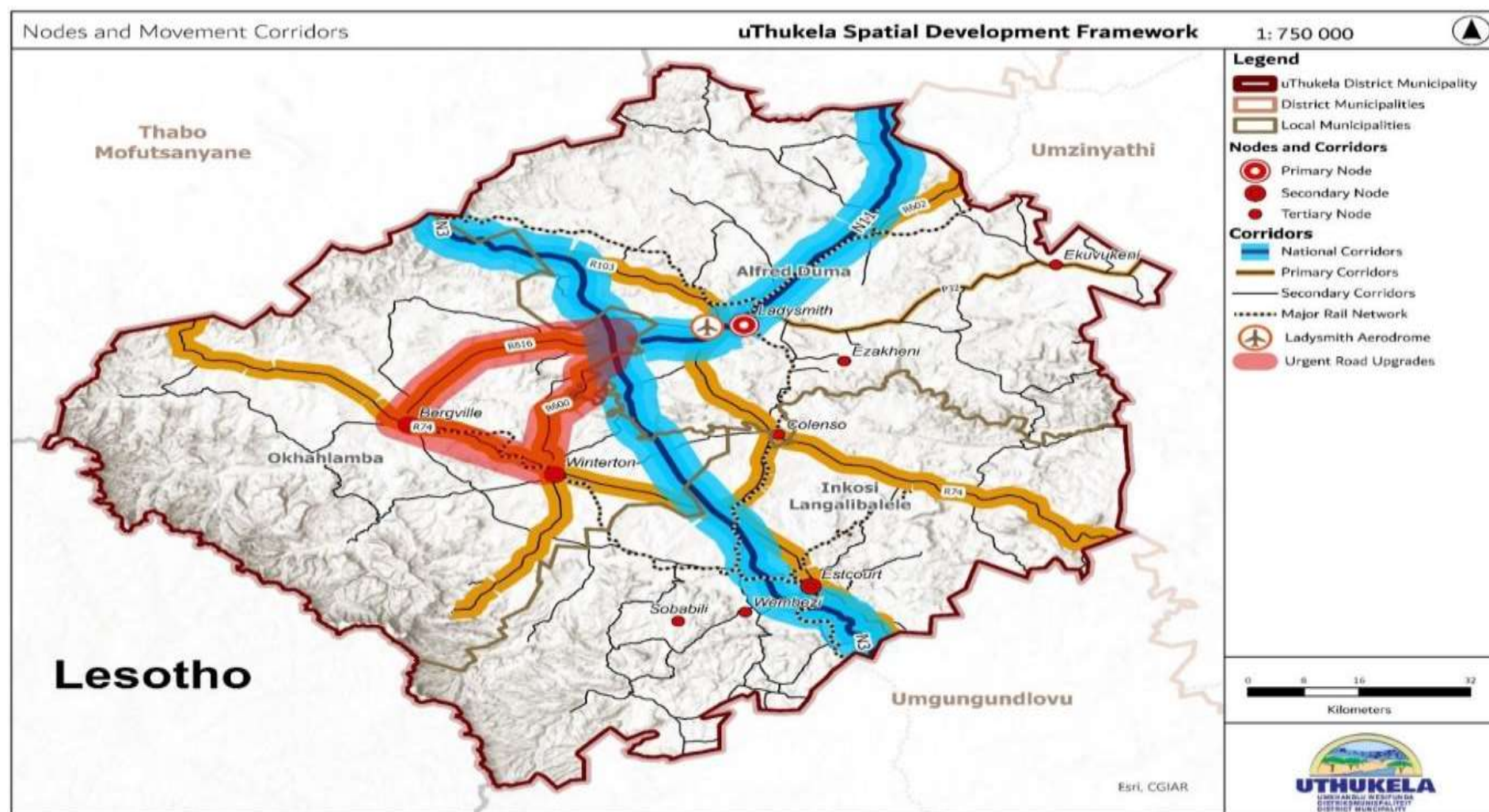
Corridors constitute an effective form of decentralization and enable larger and smaller activities to form a relationship. Linear systems can handle growth and change well. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation. System of development corridors in uThukela has been developed based on the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the uThukela district municipality.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility, and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development

corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner. The system of development corridors has been identified as follows:

- National/ Provincial Corridor – N3 and N11
- Primary Corridor – R103, R74 & P32, roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe.
- Secondary Corridors – P176, R600, R616, P189, P33, P326, P263, Giant Castle to Weenen Nature Reserve Corridor, Regional Road from Colenso in the west through Weenen to Greytown and beyond (east-west axis).
- Tertiary Corridor – P237, Road from Winterton to Colenso running along the western boundary of Inkosi Langalibalele Municipality, P170-D385 corridor from Wagendrift dam through Estcourt town to Weenen running along the eastern boundary of the municipal area, D489 – D721(Cornfields-Thembalihle Corridor), P179 from Loskop road through Wembezi to Wagendrift Dam and the surrounding proposed conservation areas, P179 from Loskop road through Wembezi to Wagendrift Dam, The corridor from Pomeroy to Majaqula attempt to link Alfred Duma with areas across uMzinyathi and The corridor to Dundee through Ebomvini

The map below displays the corridors in the uThukela district municipality



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.6 STATUS OF LAND REFORM

An extensive amount of the land within uThukela Municipality is classified as freehold as it belongs to the individuals and farmers. This gears the focus of land reform on two aspects that are land tenure reform and restitution reform. Land tenure reform is mainly pursued to strengthen the security of tenure amongst the farm dwellers that in many instances are the farm labours.

It also recognizing people's right to own land and therefore control it. Land restitution reform acknowledges the black people who were forcefully removed from the land that they owned following the Native Lands Act of 1913. The government takes a leading role in ensuring that the forcefully removed individuals are compensated (monetary) but when this approach proved to be unsuccessful, the policy shifted to redistribution.

The redistribution of land worked on the premise of willing buyer and willing seller. In this instance, the willing buyer is government, and the willing seller is the landowner (farmer). The government under the auspices of the Department of Rural Development and Land Reform buys the land for distributing it to the individuals who were forcefully removed from it.

3.2.6.1 STATUS OF LAND CLAIMS

205 261 ha of land is under claims within uThukela District Municipality. This involves 176 950 ha which is under restitution claims, 21 000 ha which is under redistribution claims and 7 311 ha which is under tenure reform. Most of these claims are located within Inkosi Langalibalele Municipal Area (143 245 ha) followed by Alfred Duma Municipal Area (33 016 ha).

PROGRAMME	Size (Ha)	Settled (Ha)	Pending (Ha)
Restitution	176 950 ha	66 840 ha	110 110 ha
Redistribution	21000 ha	1215 ha	19 785 ha
Tenure Reform	7311 ha	7103ha	208 ha
TOTAL	205 261 ha	75 158 ha	130 103 ha

SOURCE: DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT; 2025

Only 75 158 ha of land under claims has been transferred which implies that there are still 130 103 ha of land that is under pending claims. This is a strong indication that a lot of work is required to settle these outstanding claims.

3.2.7 LAND OWNERSHIP PATTERN

The pattern of land ownership within uThukela District Municipality demonstrates multiple tenure rights that range from freehold to communal and state land.

3.2.7.1 PRIVATELY OWNED LAND

Most of the land in uThukela Municipality is in private ownership. This includes extensive commercial agricultural land and plots developed for a range of land uses. Most of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of white people. Farming areas with less potential for agriculture such as Driefontein, Lucitania, etc. as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black people.

3.2.7.2 STATELAND

There are several land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the outskirts of some of the urban areas including Colenso and Ekuvukeni that belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land that are administered by the Department of Rural Development and Land Reform while some are registered in the name of the municipality. There are fewer properties within the towns, which belong to the municipality and government.

3.2.7.3 INGONYAMA TRUST

There are huge tracks of land that are registered under Ingonyama Trust, and these exist within Okhahlamba, Inkosi Langalibalele and Alfred Duma. This land was previously registered under KwaZulu Government, and it is now occupied and controlled by Amakhosi. Land allocation is therefore not undertaken by the municipalities, but traditional leadership.

Traditional leaders undertake Land allocation. However, this allocation is generally driven by indigenous knowledge of their areas with minimally influence and resources to identify development limitations e.g., environmental context, mineral potential, and servitudes. Ingonyama Trust Board on

the other hand issues a short-term lease for up to two years to enable developers to obtain planning and environmental consents and to secure finance for the development.

According to the board, shorter-term leases are granted for agricultural uses and for short to medium term developments. Unless there are exceptional cases, the Board charges a market related rent, and lessees are responsible for all outgoings including assessment rates and other Municipal charges and for obtaining any necessary environmental or development planning consents. However, the board follows its own process in the issuing of leases and tenure rights. Applicants for tenure rights on Trust land are required to complete and return a Tenure Option Application Form. It is a requirement of the Ingonyama Trust legislation that the formal consent of the relevant Traditional Council be obtained before a tenure rights application can be processed. The formal consent is only required where the subject site falls within a proclaimed Traditional Council area.

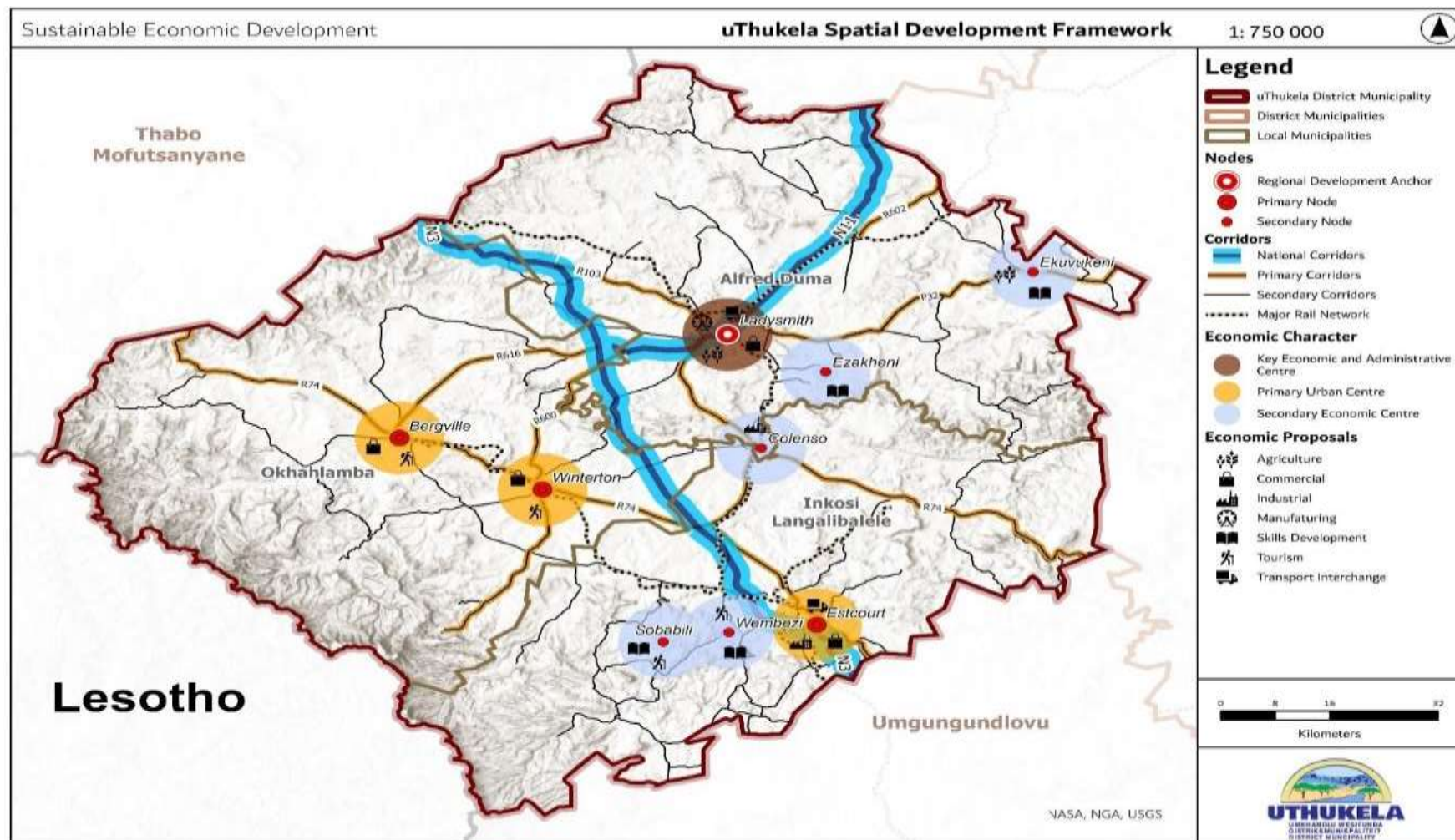
3.2.8 PROPOSED INDUSTRIAL DEVELOPMENT

The existing and established industries within uThukela are mainly found in Alfred Duma and Inkosi Langalibalele local municipalities. Ladysmith is the Primary Industrial Hub with three main industrial areas that are Danskraal, Nambithi and Ezakheni. Estcourt is a Primary Agri-processing Hub. According to uThukela Investment Promotion and Attraction Strategy, there is still demand for manufactured products in uThukela such as clothing and textile, footwear, furniture, food, beverages and building material. Further, uThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

- Ladysmith and Estcourt – Existing Industrial Hubs;
- Bergville – Primary industrial area for maize mill and agro-processing.
- Weenen – Agricultural produce packaging and processing.
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

The map below shows the areas for industrial development in uThukela district municipality.

AREAS FOR INDUSTRIAL DEVELOPMENT



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

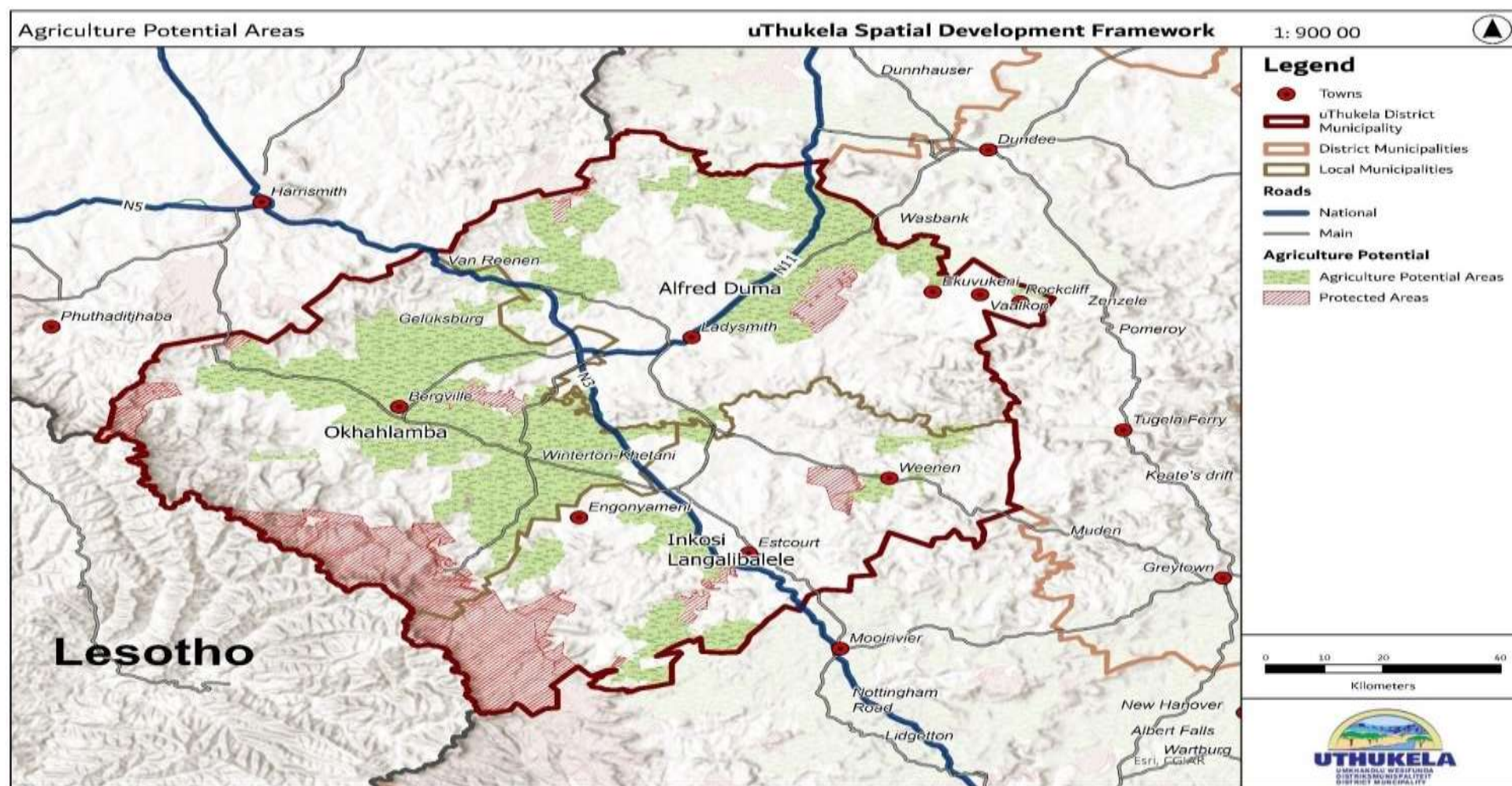
PROTECTION AND CONSERVATION OF AGRICULTURAL LAND

The Provincial Department of Agriculture, Environmental Affairs and Rural Development have a responsibility to protect agricultural land from development that leads to its alienation from its primary purpose or to diminished productivity. Poor resource (veld) management such as overstocking, the development of land for settlement (mainly in land reform projects) and other non-agricultural uses has led to the loss of significant areas of good agricultural land. Land degradation is now widely regarded as one of the greatest challenges facing certain parts of uThukela Municipality. Protection of good agricultural land should be based on the following policy principles:

- Any proposal for non-agricultural development on agricultural land is subject to an application made to, and assessed by, the Department of Agriculture in terms of the Sub-division of Agricultural Land Act, (Act No. 70 of 1970).
- The preparation of planning schemes should include an evaluation of alternative forms of development, and significant weight should be given to those strategies that minimise the impacts on good quality agricultural land.
- The Land Use Scheme should aim to minimise cases where incompatible uses are located adjacent to agricultural operations in a manner that inhibits normal farming practice. Where such instances do arise, measures to ameliorate potential conflicts should be devised.

The land use scheme should provide for a hierarchy of agricultural zones based on the agricultural development potential and impact of non-agricultural activities on agricultural land. Non-agricultural activities such as agri-tourism, game farms with themed estates or lodges, resort developments, etc. should be located on land with low agricultural potential.

- High potential agricultural land should be used for mainly agricultural activities. However, limited non-agricultural uses may be permitted especially along the corridors and within the designated development nodes. Conservation should form part of a drive to protect and enhance the quality of agricultural land. Irrigated land along the river corridors should be protected equally.
- Low potential agricultural land should be subjected to tourism and low intensity agricultural uses. Most of it is degraded and prone to soil erosion and the map below displays the agricultural land potential of uThukela district and its family of municipalities.



SOURCE; UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.9 LAND USE PATTERN

The current land use pattern within the district has evolved due to several issues. These include economic opportunities, genesis of settlements, the natural environment, regional access routes and uniqueness of areas. The following broad land use categories are found in UThukela District Municipality:

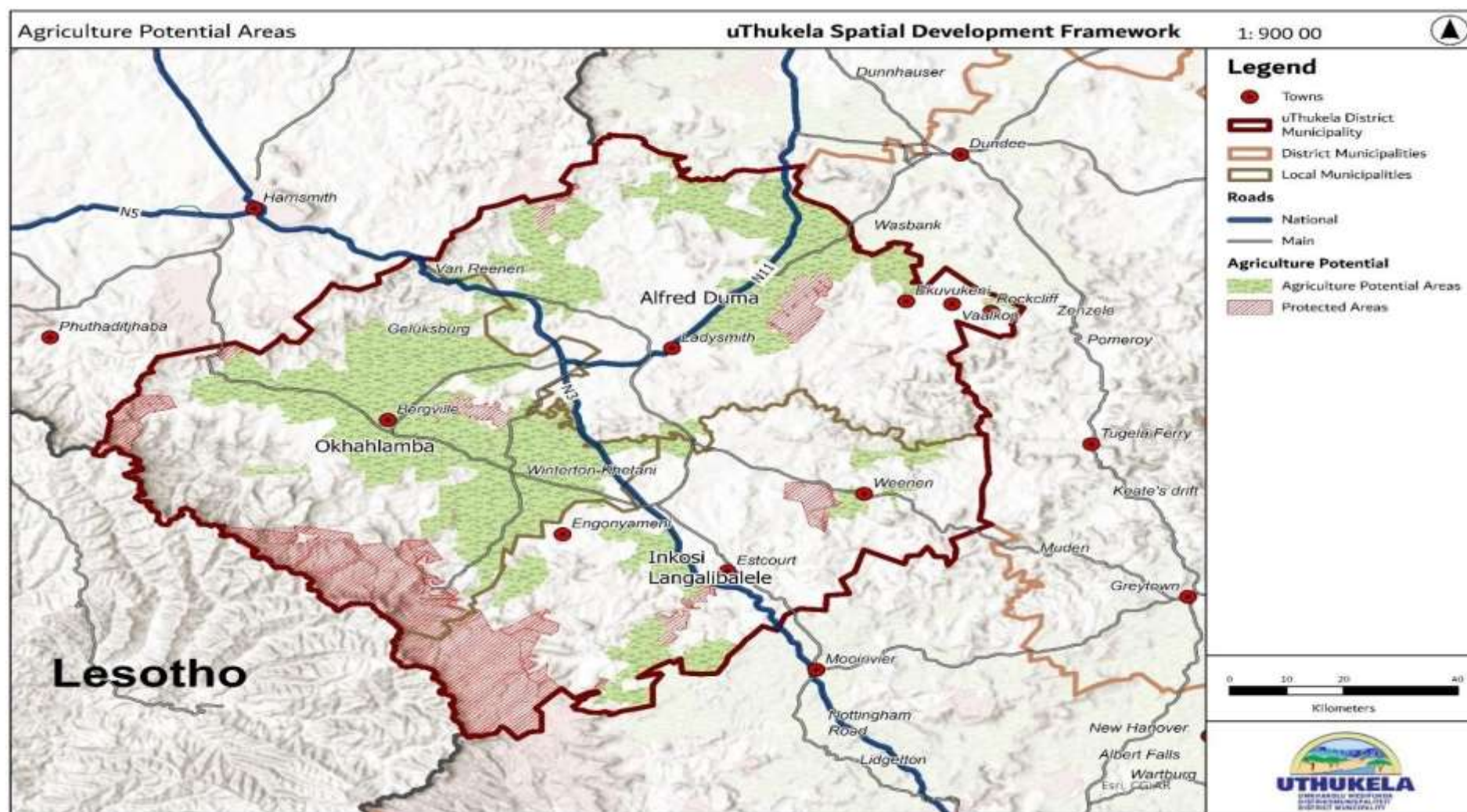
- Urban nodes are Ladysmith, Colenso, Ezakheni, Estcourt, Wembezi, Weenen, Bergville, Winterton and Ekuvukeni. Each of these plays a different role in the space economy. Some of these are the major commercial nodes such as Ladysmith and other smaller towns like Estcourt, Bergville and Winterton. The others are mainly dormitory suburbs.
- A sizeable portion of the municipal area comprises commercial agricultural areas. There are extensive and intensive farming activities throughout this area. They include crop production (primarily in irrigated areas), game farming, forestry, and livestock farming.
- Traditional Authority Areas – there are several tribal areas with dense rural settlement, which are mainly located in Inkosi Langalibalele and Alfred Duma.
- Rural settlement areas that are not located within proclaimed tribal areas. They include settlements such as Driefontein, Matiwanoskop, Jononoskop, Lucitania, Nkunzi, Frere, Chiveley, Cornfields and Thembalihle. The management of these areas in terms of land use activities remains a critical challenge.
- Conservation areas include Ukhahlamba Drakensberg Park, nature reserves (namely the Weenen, Wagendrift and Moor Park Nature Reserves), game farms and heritage sites.

3.2.10.1 URBAN AREAS

The urban areas occupy 259 km² of the total surface area within the district and this only accounts for 2, 2% of the total district. These are the highest development intensity areas for integrated land use management including the introduction of comprehensive planning schemes.

3.2.10.2 COMMERCIAL AGRICULTURE

The dominant land use within uThukela is commercial agriculture, which covers 6852 km² or 60% of the geographic area of the district municipality. Commercial crops and commercial forestry that accounts for a smaller fraction of the municipal area represent existing commercial agriculture. The potential commercial agriculture category refers to grassland, which covers most of the municipal area. The map below shows the agricultural potential land in uThukela district municipality.



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.10.3 RURAL SETTLEMENTS

Settlements represent 2% of the land uses in uThukela, which is a small percentage of geographical space. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services. Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is to the south of Ladysmith. Other smaller settlements are scattered within the municipal landscape and include, Lucitania, Blue Bank Settlement, St. Joseph's Mission, Droogval Settlement, Steincoal Spruit (Nkunzi) and the Van Reenen.

3.2.10 ENVIRONMENTAL ANALYSIS

uThukela is committed to sustainable development to all projects linked to integrated development plans. Sustainable development is defined as the integration of social, economic, and environmental factors into planning, implementation, and decision-making to ensure that development serves present and future generations. Environmental management leads to sustainable development through application of NEMA (act no. 108 of 1996) in all phases of integrated development Plan for uThukela district namely: Analysis, Vision & Strategies, Projects, and Integration. NEMA provides a set of detailed environmental principles to which subsequent Environmental legislation must be adhered to.

ENVIRONMENTAL MANAGEMENT PROFILE

The Municipal Environmental Landscape

This District Municipal Profile provides an overview of the current environmental status quo and current challenges within uThukela District Municipality. The intention of the profile is to deepen awareness of environmental aspects within the district to highlight key considerations for future development planning. The District Municipal Profile is based on existing information made available by the Department of Environmental Affairs (DEA) in respect of the following thematic areas. Environmental Management Governance, Environmental Programmes, Biodiversity, Waste Management, Air Quality, Climate Risk and Vulnerability and Climate Change Mitigation. uThukela is located on the North-western border of the KwaZulu-Natal Province with Lesotho along its south-west border and the Free State Province to the west. The local Municipalities that make up the district are Alfred Duma, Inkosi Langalibalele and Okhahlamba

The district is strategically located along the N3 between Durban and Johannesburg and encompasses the northern portion of the uKhahlamba Drakensberg Park. The settlement patterns within the district are characterized by dispersed, rural settlements, with scattered towns including Ladysmith (regional and administrative centre), Weenen, Winterton, Bergville and Escort. The total population is 668,848 (Census 2011). The highest concentration of the population (33%) is in the Alfred Duma Local Municipality (Ladysmith/Colenso area), which serves the surrounding municipalities as a sub-regional centre. The adult population of the district is characteristic of rural population in KwaZulu-Natal with the number of females being substantially higher than males, indicating a possible net out-migration of men seeking employment opportunities.

The education levels within the district are relatively low in comparison to the KwaZulu-Natal Province. Only one percent of the population has a post matric qualification, and 10.9% have achieved matric. This has resulted in a limited pool of skilled labour within the municipality and the need for basic education to be addressed to improve skills levels in the future. The low education levels are reflected by the low individual income within the district, with a large portion of the population (48.8%) not earning an income and a further 27.5% of the population earning less than R400 per month. The main sources of employment within the district are Wholesale and Retail Trade, Catering and Accommodation, Government, and community, Social and Personal Services. The unemployment rate was 22% in 2011 which is like the KwaZulu-Natal Province as a whole.

The Landscape of the District is characterized by the Drakensburg Mountain range to the south-west and extensive grasslands and savanna around the Centre and eastern part. uThukela is a significant catchment area for the province, with the source of Tugela River located on the western border. Numerous other important tributaries are formed and pass through the district, providing water to a large portion of the province. The state of the natural environment in the district is therefore critical to the overall provincial sustainability.

Challenges	Proposed Interventions
Services backlogs and poor water quality.	Improve enforcement of environmental and services policies.
Lack of planning tools at a District level.	Development of systems and procedures for effective land use management and environmental management.

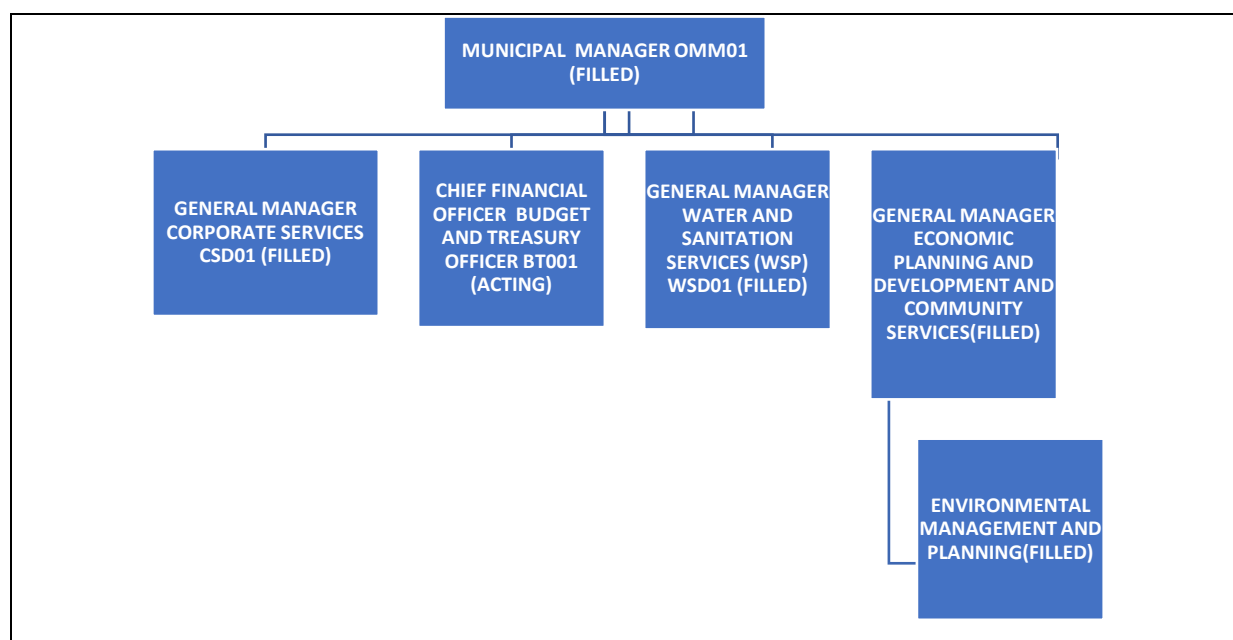
ENVIRONMENTAL MANAGEMENT GOVERNANCE

Environmental Management Governance refers to the processes of decision-making involved in management and control of the environment and natural resources. South African municipalities perform environmental management functions, allocated to them in terms of the Constitution the suite of the National Environmental Management Act (NEMA) as well as other sector specific legislation on powers and functions. The National Management Act (Act No.107 of 1998) promotes the application of appropriate environmental management tools to ensure integrated environmental management of activities.

uThukela has required the environmental management plans to be put in place and adopted, including the recently updated Disaster Management Plan, however a number of these are under review. These plans include an Integrated Waste Management Plan (IWMP), Municipal Environmental Policy, uThukela Environmental Management Framework Tool, Climate Change Response Plan, and a Climate Change Response Plan for Alfred Duma LM. In addition, a District Integrate Environmental Management Forum and Buffer Zone Technical Committee are in place to engage on environmental issues and protect UKhahlamba Drakensburg Site respectively.

The uThukela district municipality is capacitated to enforce policies and by-laws, and the Environmental management and planning function is positioned in the Community Services Department, on top of that, the District receives environmental management support from Manager-DFFE Local Government Support deployed to municipalities (DEA) & receive support from Assistant Managers Municipal Support (Provincial Agriculture, Environmental Affairs & Rural Development section) to supplement the environmental management capacity within uThukela District Municipality.

The environmental management and planning function reports directly to the General Manager: Economic planning and development and community services. The following structure seeks to show the location of the Municipal environmental management and planning in uThukela District municipality's organogram:



SOURCE: UTHUKELA ORGANOGRAM, 2026

Environmental Management Governance checklist	uThukela	Alfred Duma	Inkosi Langaliba lele	Okhahlamba
Designation of officer in terms of SEMAs				
Environmental control officers	✓	x	✓	x
Number	0	0	1	0
Air Quality Officials	✓	x	✓	x
Number	1	0	1	0
Waste Management Officials	✓	✓	✓	✓
Number	1	1	1	1
Climate Change Officials	✓	x	x	x
Number	✓	x	x	x
Biodiversity Officials		x	x	x
Number	x	x	x	x
EIA Officials	x	x	x	x
Number	✓	x	x	x
Environmental Conservation Officials	x	x	x	x
Number	✓	x	x	x
Environmental Management Inspectors	x	x	x	x
Number	x	x	x	x
Integrated Coastal Management Officials	✓	x	x	x
Number	1	0	0	0
	x			
	0			
Availability of Sector Plans per SEMAs for period 2015-2020				
Integrated Development Plan	✓	✓	✓	✓
Com Dev SP	x	x	x	x
Eco Dev SP	x	x	x	x
Climate Change Action Plan	✓	x	x	x
Special Development Framework	✓	✓	✓	✓

Air Quality Management Plan	✓	X	X	X
Disaster Risk Management Plan	✓	✓	✓	X
Integrated Waste Management Plan	✓	✓	✓	✓
State of Environment Report	x	X	X	X
Environmental By-Laws				
Air Quality Act	X	X	X	X
Conservation of Agricultural Resources Act	X	X	X	X
National Environmental Management Act	X	X	X	X
Environmental Laws Rationalization Act	X	X	X	X
Marine Living Resources Act	X	X	X	X
Mineral and Petroleum Resources Development Act	X	X	X	X
Municipal System Act	X	X	X	X
Spatial Planning and Land Use Management Act	X	X	X	X
Water Services Amendment Act	X	X	X	X
Environmental Management Structures/Forums				
Environmental Structures/Forum	✓	✓	✓	✓
Number	1	0	0	0
Alternative structures/forum if environmental structures are not available	X	X	X	X
Number of meetings in a financial year	4	0	0	0
Local councilors/community representatives involved in structures/forum.	X	X	X	X
Legal unit that assists with environmental decisions	X	X	X	X
Other external organizations involved in the structure/forum	✓	X	x	X

Capacity at District and Local Level	uThukela	Alfred Duma	Inkosi Langalibalele	Okhahlamba
Organizational Arrangements				
Existing Environmental Unit	X	X	X	X
Number of Officials	0	0	0	0
Scheduled Functions Performed				
Building Regulations	N/A	✓	✓	✓
Air Pollution	N/A	X	X	X
Storm Management System	N/A	✓	X	✓
Beach and Amusement	N/A	X	X	X
Fire Fighting	✓	✓	✓	✓
Local Tourism	✓	✓	✓	✓
Municipal Airport	X	X	X	X
Municipal Planning	✓	✓	✓	✓
Public Transportation	X	✓	X	✓
Water and Sanitation	✓	N/A	N/A	N/A

ENVIRONMENTAL PROGRAMMES

The DEA is responsible for the implementation of the Environmental Protection and Infrastructure Programmes (EPIPs) as well as Natural Resource Management (NRM) programmes. The objective of the EPIP and NRM is to conserve natural assets, protect the environment and alleviate poverty through

several programmes implemented at the community level. The programmes are a key driver for job creation and environmental protection in the region and include the following focus areas.

- Alien Plant Clearing: Removal of alien vegetation from environmentally sensitive areas to ensure Biodiversity conservation and generation of employment opportunities to relieve poverty.
- Working on Waste: A proactive preventative measure that recognizes that inadequate waste services may lead to causing visual disturbance, health hazard, and environmental degradation.
- Greening and Open Space Management: Restoration and rehabilitation of neglected open spaces within the communities to improve the social well-being of communities and minimize environmental degradation.
- Working for Land: Ensures degraded ecosystems are restored to their former or original state wherein they can maintain or support the natural spaces of that system.
- People and Parks: Addresses issues at the interface between conservation and communities and promotes fair access and equitable sharing of benefits of natural resources.

uThukela had ten environmental programmes implemented across the three local municipalities during the 2024-25 period. These included:

- Five Alien Plant Clearing programmes are provided with all three local municipalities.
- Working on Waste programmes – Flood Mopping Programme in all local municipalities within Uthukela DM (Okhahlamba LM, Inkosi Langalibalele LM and Alfred Duma LM).
- Working on Waste-Development of Bergville Landfill site
- One People and Parks – Maloti Trans frontier Drakensberg Project (MDTP) at Okhahlamba Local Municipality.

These programmes have generated a total of 449 employment opportunities during the 2024-2025 financial year. It should be noted that there may have been other environmental programmes funded by the government agencies, the data provided here is limited to those programmes funded by DEA.

Challenges	Proposed Interventions
▪ Limited implementation of EIPs across the District	▪ EIPs focusing on rehabilitation and improved ecosystems need to be prioritized, especially around rivers and threatened ecosystems
▪ Lack of investment in ecological infrastructure	▪ Support and implementation of EIP programmes in the rural areas to help facilitate employment generation.

BIODIVERSITY – AQUATIC ENVIRONMENTS

The diversity of aquatic and wetland habitat within uThukela supports a great diversity of faunal and floral species. The areas incorporate both subtropical and temperate features, which are governed by dramatic changes in topographical features.

RIVERS

uThukela encompasses the source of several major rivers and tributaries within KwaZulu-Natal. The largest river within the district is uThukela River, which rises in the Drakensburg Mountains and supplies' water to the large portion of KwaZulu-Natal. Other main rivers include the Klip, Sundays, Little Tugela, Boesmans and Sterkspruit Rivers. The rivers and associated wetlands within the district are of natural importance. Most rivers are regarded as being in a natural or near- natural state but the larger rivers, including the Tugela are in a moderately modified state.

WETLANDS

Wetlands are defined by the Integrated Coastal Management Act (Act No.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 salt. Wetlands are a critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. Montane and highland wetlands, as well as midland and lowland wetland types are found throughout the district and proved crucial ecosystem service to the district and to the rest of the province. In addition, many of these wetlands provide habitats to threatened and vulnerable species, such as the Blue Crane.

Wetlands within the District are largely dominated by naturally occurring channeled valley-bottom wetlands associated with watercourses, with large wetland units being associated with the Sundays River and at the confluence of the Dwars and Sundays Rivers. The wetlands are considered mostly pristine in the high-lying areas of the district, with those lower down being moderately impacted by agriculture and settlements.

Challenges	Proposed Interventions
Uncontrolled agricultural and domestic threats, including erosion, poor fire management, overgrazing and development within or near wetlands	Promotes awareness about sustainable harvesting of biodiversity resources.

▪ Alien plant proliferation, poaching and overharvesting of native plants.	▪ Improved protection of threatened ecosystems and sensitive habitats.
▪ Degradation of water resources and habitats due to pollution of rivers.	▪ Wetland rehabilitation programmes to be formulated and implemented (including private and Working for Wetlands)

BIODIVERSITY - TERRESTRIAL

The South Africa National Biodiversity Institute (SANBI) defines Critical Biodiversity Areas (CBAs) as regions required to meet biodiversity targets for ecosystem, species, and ecological processes, as identified in a systematic biodiversity plan. An ecosystem refers to all living things in an area and the way they affect each other and their environment.

CBAs can be divided into two subcategories, namely irreplaceable and Optimal (Ezemvelo KZN Wildlife, 2014). Irreplaceable CBAs are areas considered critical for meeting biodiversity targets and thresholds and are required to ensure the persistence of viable populations of species and the functionality of ecosystems. CBA Optimal areas are more suitable for development negotiations as they have a lower irreplaceability value. Ecological Support Areas (ESAs) are areas required to support and sustain the ecological functioning of CBAs. These are functional but are not necessarily pristine natural areas and cover a small portion of the district.

A list of threatened terrestrial ecosystems was published in 2011 under the National Environmental Management: Biodiversity Act (Act 10 of 2004). The primary purpose of listing threatened ecosystems is to reduce the rate of ecosystem and species extinction (SANBI, 2011). Least threatened ecosystems make up 96.45% and Vulnerable ecosystems account for 3.55%.

These are several conservation areas within the uThukela District Municipality, including:

- The uKhahlamba Drakensburg Park (World Heritage Site) – encompassing several provincial reserves and state forests: Cathedral Peak, Rugged Glen, Giants Castle, Mkhomazi, Royal Natal, Sungubala, Ingwe, Hlatikulu, Highmoor, and Monks Cowl.
- Provincial Nature Reserve – Pocolan Nature Reserve, Robinson's Bush Nature Reserve, Ntabamhlope Bush Reserve, Wagendrift Nature Reserve, Moor Park, Weenen Nature Reserve, and Spioenkop Nature Reserve.
- Proclaimed Wildemess Areas – Mdedelo Wildemess Area and Mlambonja Wildemess Area.

TERRESTRIAL VEGETATION

The district has a rich floral diversity and encompasses several endangered and vulnerable vegetation types. The district contains five threatened vegetation types, namely Glencoe Moist Grassland, Income Sandy Grassland, Mooi River Highland Grassland, Thukela Valley Bushveld and Drakensburg Foothill Moist Grassland.

The natural vegetation cover is impacted by the ongoing development taking place in the rural areas. There is a need for protected areas as the district contains critical vegetation biodiversity areas, including wetlands and grasslands that are a habitat for rare and endangered plant species.

WASTE MANAGEMENT

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing, or disposal of waste materials to reduce their effect on human health and the local environment. Waste management in South Africa is administrated by the National Environmental Management. Waste Act (act No. 59 of 2008) (NEMWA). The management of waste in South Africa has been based on the principles of the waste management hierarchy as a recognized, international model for the prioritization of waste management options. It offers a holistic approach for waste avoidance, reduction, reuse, recycling, recovery, treatment, and safe disposal as a last resort. Waste Management is mostly controlled through municipality by-laws, and every municipality is required in terms of the municipality system Act to have an Integrated Waste Management Plan (IWMP).

The uThukela District Municipality has an IWMP in place. There are three registered solid waste disposal facilities within the District at Okhahlamba LM (Bergville landfill site), Inkosi Langalibalele LM (Estcourt/Umtshezi landfill site), and Alfred Duma LM (Ladysmith, Acaciaville landfill site).

These are not sufficient to service the entire District, and several areas do not have collection services, while many rural communities make use of informal dump sites. There are currently nine wastewater treatment plants operational within the district, namely Ladysmith, Colenso, Estcourt, Bergville, EKuvukeni, Wembezi, and the Weenen Ponds. The wastewater treatment plants purify domestic grey water and industrial effluent. The above wastewater works are operated within the guidelines and general standards issued by the Department of water Sanitation.

Challenges	Proposed Interventions
Lack of infrastructure for waste collection, treatment and disposal.	Formulations and implementation of waste management strategies through the IWMP.

▪ Lack of capacity to implement waste management strategy.	▪ Landfills to be permitted and to be operated according to legal requirements.
▪ Litter and illegal dumping cause ecological and health impacts.	▪ Establishment of a waste management unit in the district, which will ensure that the District's IWMP is implemented.
	▪ Reduction of waste disposal and establishment of recycling facilities and implementation of awareness campaigns.

AIR QUALITY

Section 24 of the Constitution of South Africa states that everyone has a right to an environment that is not harmful to their health. Air quality is the composition of the air in terms of the pollution it contains and can be classed into two types: indoor air quality and ambient (outdoor) air quality.

The purpose of the National Environmental Management Air Quality Act (39 of 2004) (NEMAQA) is to protect and improve air quality through the minimization of air pollution. NEMAQA shifted the focus of air quality management from source-based control to receptor-based impact. To promote this constitutional right, the NEMAQA provided the framework to establish National Ambient, Air Quality Standards (NAAQS). The NAAQS (GN 1209 of 2009) provides the emission limits for priority pollutants that include Sulphur dioxide (SO₂), nitrogen dioxide (NO₂), particulate matter with an aerodynamic diameter of less than 10-micron meters (PM₁₀), ozone (O₃), benzene (C₆H₆) and lead (Pb).

Regulations promulgated under NEMAQA provide a comprehensive list of activities that require licensing, due to their potential for a negative impact on the environment. Any activity identified as a Listed Activity is required to apply for an Atmospheric Emission License (AEL). Furthermore, each activity may be subject to monitoring requirements.

The National Framework for Air Quality Management provides guidance for governments to meet the requirements of Section 24 of the Bill of Rights. Section 15 (1) of the NEMAQA urges the Municipality to include an Air Quality Management Plan (AQMP) in its IDP. AQMP is a tool that a District and all stakeholders can use to promote sound air quality management practices within the district. It also provides a framework for the local municipalities and has the following objectives.

- Establish an effective and sound basis for planning and management of air quality.
- To manage air quality that will promote human health and well-being.
- To encourage sustainable economic development that is not harmful to residents and ecosystems.

- To allocate accountability to appropriate polluters; and
- To ensure effective communication and public participation.

The uThukela District Municipality has an AQMP (2015) which is currently under review. A designated Air Quality Officer (AQD) has been appointed to assist with the management of atmosphere to emissions and compliance with the Act as AEL competent authority is at district municipality level across South Africa.

The Ladysmith area (Alfred Duma Local Municipality) has the highest concentration of settlement and industry within the district. It is therefore important to ensure higher levels of air quality for the health of the community. Four AELs have been issued within the Alfred Duma Local Municipality. There is one Air Quality Monitoring Stations (AQMS) in the district and is in Estcourt (Inkosi Langalibalele Local Municipality) and it is owned by EDTEA.

The highest atmospheric emissions within the district are carbon monoxide. This indicates that vehicular emissions are the largest contributor with industrial and agricultural emissions contributing the least to atmospheric emissions.

Challenges	Proposed Interventions
▪ There is a single AQMS which may lead to inaccurate measurements of air pollution.	▪ Review and update the AQMP on a regular basis to ensure comprehensive monitoring.
▪ A limited number of AELs have been issued within the district, potentially indicating a lack of monitoring and enforcement.	▪ Appoint train additional AQOs to ensure compliance and enforcement of AELs.
▪ Lack of compliance and Implementation of the AELs due to lack of capacity and resources.	▪ Acquire additional AQMS throughout the District to ensure comprehensive monitoring. ▪ Develop a system of monitoring and penalties for non-compliance of industry within all local municipalities.

CLIMATE RISK AND VULNERABILITY

Our climate is important because it determines both how and where we organize our societies and our economic activity. We refer to climate change when we are describing alterations, to prevailing climatic conditions, which persist for long periods (decades to millennia). Increasingly, the phrase ‘climate change’ is used to refer to changes in global and regional climate in response to human influences. Human activities result in emission of four principal greenhouse gases: carbon dioxide

(CO), methane (CH), nitrous oxide (N₂O) and halocarbons. These gases accumulate in the atmosphere, causing concentration to increase with time. Significant increases in all these gases destroy ozone layers in the stratosphere. Ozone is a gas in the atmosphere that protects everything living on the earth from harmful ultraviolet (UV) rays from the sun.

A climate Change Vulnerability Assessment was conducted through the Local Government Climate Change Support Programme, an initiative of the DFFE, for the district. A Climate Change Response Strategy (CCRS) has been drafted for uThukela District Municipality and is in the process of being finalized. The CCRS identifies several high-risk indicators for the uThukela District, including.

- Change in crop production and increased exposure to pests.
- Increased risks to livestock
- Increased impacts on environment due to land-use
- Health impact from increased storm events and increased heat stress
- Increased isolation of rural communities
- Increased risk of wildfires
- Less water available for irrigation and drinking

Climate change impacts will result in increased summer temperatures and reduced rainfall during the traditional rainy seasons resulting in extreme dry years becoming more frequent. The following have been identified as high priority climate change indicators of high sensitivity and low adaptive capability within the district; agriculture, biodiversity, and environment; human health and settlements; and water; other risks include.

Drought

uThukela is at an overall low risk of drought, with the central and eastern parts being rated at a low-medium risk of drought. This may affect agricultural production and water availability in rural areas, which could impact on the livelihoods of rural populations.

Flooding

There are a high number of perennial rivers within the district, with agricultural activities and settlements continuing to be developed within the floodplains. The area is likely to be at risk of increased flooding should rainfall increase. The 1: 100-years flood line zone is a high flood risk area and should be kept free of infrastructure and development.

Veld fires

Grasslands and Savanna biomes within the district are prone to veld fires., therefore most of the district is under a high risk of veld fires. An increase in veld fires could negatively affect agriculture and rural settlements, which do not have access to firefighting services. The National Disaster Management Framework is a direct way in which municipalities are empowered to act on climate change and already have existing institutional arrangements. Under this, the Municipal Disaster Management Centre must develop a progressive risk profile for the municipality and integrate this into the IDP process to enable disaster reduction. The broader mandate for local government to respond to climate change is rooted in South Africa's Constitution because many critical actions required for climate change responses fall within the responsibility of local government.

Challenges	Proposed Interventions
▪ High reliance on agriculture (commercial and subsistence)	▪ Improve community services and develop and implement risk awareness campaigns.
▪ Large isolated rural population.	▪ Develop and implement environmental management policies.
▪ Poor environmental management and planning, especially in rural areas.	

CLIMATE CHANGE MITIGATION PROJECTS IMPLEMENTED BY LOCAL GOVERNMENT

South Africa is mostly vulnerable to climate change because of its dependence on climate –sensitive economic sectors and fossil fuels. Climate mitigation measures are put in place to reduce or prevent emissions of greenhouse gases. These include technological changes and substitutions that reduce resource input and emissions and enhance ‘sinks ’ of greenhouse gases.

Due to the energy intensive nature of the South African economy, the mitigation of greenhouse gases is not easy or inexpensive. The government must support and facilitate the mitigation plans of the energy, transport, and industrial sectors.

uThukela District Municipality has engaged in numerous initiatives aimed at capacitating communities on global warming and climate change. The district supplies schools with garden tools to support the food gardens initiative. The district also supports ‘green events’ in their municipal events, and a waste management plan designed solely for events.

Currently, the District receives environmental management support from Manager-DFFE Local Government Support deployed to municipalities (DEA) & receive support from Assistant Managers Municipal Support (Provincial Agriculture, Environmental Affairs & Rural Development section) to supplement the environmental management capacity within uThukela District Municipality. *See the*

above organizational structure displaying the location of the filled position of Environmental Management and Planning.

Challenges	Proposed Intervention
Energy use in rural households relies on heating oil and illuminating paraffin (carbon intensive fossil fuel). Oil is also used in rural regions to power heavy equipment such as electricity generators and tractors in the agricultural sector.	Reduce dependence on oil and coal-based sources of energy.
Changing land use and unsustainable resource use in rural areas leading to clearance of natural vegetation and loss of carbon sequestration opportunities.	Emissions from residential fuel burning can be reduced through the encouragement of alternative energy options and improve energy efficiency.
	Natural areas (forests, grasslands etc.) need to be protected from clearing and rehabilitated due to their important role in carbon sequestration and reducing greenhouse gases

UTHUKELA DISTRICT MUNICIPALITY PROGRAMMES AIMED AT GREEN JOB OPPORTUNITIES

A municipal green jobs programme is an initiative implemented by local government to create decent, sustainable employment while achieving environmental goals, such as combating climate change, reducing waste, and conserving ecosystems. These programmes typically target youth, women, and marginalized groups to provide accredited skills training and economic upliftment.

Locally, South African municipalities integrate these initiatives with national frameworks to drive sustainable development.

Core Focus Areas of uThukela Municipal Green Jobs at a broader scale

- Waste Circular Economy:** Municipalities partner with organizations to divert waste from landfills, incubate small businesses, and promote recycling.
- Water Stewardship & Conservation:** Programmes focus on clearing alien invasive vegetation, managing freshwater ecosystems, and greening wastewater treatment technologies.
- Renewable Energy & Efficiency:** Implementing green building infrastructure, installing solar power, and energy efficiency upgrades.

- **Sustainable Agriculture:** Promoting urban agriculture and food production to improve local food security and generate municipal revenue.
- uThukela DM in partnership with SANBI-DFFE will be implementing Small Grant Facility Adaptation Fund Project in 2026-2027 financial year. The project will create sustainable livelihood through green jobs opportunities which are listed as follows:
 - a. Conservation and Ecosystem Management**
 - Alien Species Plant clearers and tree propagators
 - Rainwater harvesting installer
 - Water Conservation technician
 - Field Ranger and Biodiversity monitor.
 - b. Environmental Services and Policy**
 - Environmental Educator, training facility
 - Project coordinator for climate adaptation projects.
 - Monitoring and evaluation personnel for environmental programs
 - c. Waste & Water Management**
 - Recycling coordinator, waste management worker
 - Soil restoration worker

SPECIFIC ENVIRONMENTAL MANAGEMENT PROGRAMMES/STRATEGIES PER LOCAL MUNICIPALITY

Programme	Municipality	Target Group	Start Date	End Date	Responsibility
Environmental Education and Awareness	Alfred Duma LM Okhahlamba LM Inkosi Langalibalele LM	School learners & educators	Ongoing	Ongoing	UTDM/DFFE/ EDTEA
Environmental Clean Up Campaigns and Clearing of illegal dumps	Alfred Duma LM Okhahlamba LM Inkosi Langalibalele LM	Community members EPWP participants Municipalities Councilors	Ongoing	Ongoing	UTDM/DFFE/ EDTEA
Landfill site inspection for compliance monitoring	Acaciavalle landfill site Bergville landfill site Estcourt Landfill site	Landfill site Managers Recyclers	Quarterly	Quarterly	UTDM/DFFE/ EDTEA

Integrated Environmental Management Capacity Workshop	uThukela District (Alfred Duma LM, Okhahlamba LM, Inkosi Langalibalele LM)	Traditional Leaders (Amakhosi, Izinduna) Portfolio councilors Municipal officials Communities	Ongoing	Ongoing	UTDM/DFFE/EDTEA

UTDM ENVIRONMENTAL MANAGEMENT STRATEGIES

Environmental Strategies	Area of Jurisdiction	Aims & Objectives	Target Group	Frequency & Responsibility
Issuing of Atmospheric Emission License (AELs)	uThukela DM	To reduce emissions	Emitters (companies)	Ongoing by uThukela DM
Environmental Impact Assessment (EIA)	uThukela DM	To minimize environmental impact	Competent Authority Environmental Assessment Practitioner (EAP) Interested and affected parties Project Applicant	Environmental Impact Assessment (EIA)
Tree Planting	uThukela DM	To reduce carbon footprint	Community members School learners	Ongoing by uThukela DM
Identification of Illegal dumpsites	uThukela DM	Waste Minimization	Community members School learners	Ongoing by uThukela DM
Water Conservation	uThukela DM	To conserve water	School learners Community members	Ongoing by uThukela DM

How They Are Implemented & Funded

- **Expanded Public Works Programme (EPWP):** use the EPWP to provide entry-level, temporary green jobs paired with on-the-job training.
- **National Funding:** the municipality is in the process to leverage national funding from the Department of Forestry, Fisheries and the Environment (DFFE), like the Green Fund or the Youth Jobs in Waste programme.
- frequently collaborate with local NGOs (e.g., USE-IT) to drive innovation hubs.

Key Benefits

1. **Skills Development:** Unemployed graduates and school-leavers receive accredited qualifications.
2. **Service Delivery Enhancement:** Fills critical municipal capacity gaps, especially in waste and water management.
3. **Economic Equality:** Helps address the impacts of climate change by building resilience and providing decent work in vulnerable communities

SOCIO ECONOMIC OPPORTUNITIES FOR THE GREEN ECONOMY AT UTHUKELA DISTRICT MUNICIPALITY

Green job opportunities in the municipality reduce unemployment and inequality while building climate resilience. By focusing on local economic development, the municipality generate decent livelihoods through renewable energy, sustainable agriculture, waste-to-energy, and ecosystem restoration.

Core Socio-Economic Opportunities at uThukela district municipality

- **Energy & Resource Efficiency:** Shifting to decentralized solar, micro-grids, and energy-efficient buildings creates jobs in manufacturing, installation, and maintenance. This cuts municipal power costs and ensures energy security for vulnerable communities.
- **Sustainable Waste Management:** Transitioning informal waste pickers into formalized green businesses or running waste-to-energy anaerobic digesters creates sustainable livelihoods, reduces landfill reliance, and improves local sanitation.
- **Water Management & Conservation:** Upgrading municipal wastewater treatment plants and leveraging tertiary filtration or sludge composting creates specialized technical jobs while protecting public health and water security.
- **Ecosystem Restoration & Agriculture:** The municipality has started with leveraging Expanded Public Works Programmes (EPWP) for community-based projects like wetland rehabilitation, alien invasive plant removal, and urban agriculture. This restores biodiversity and provides inputs for local bioprospecting or pulp industries.

Broader Socio-Economic Benefits

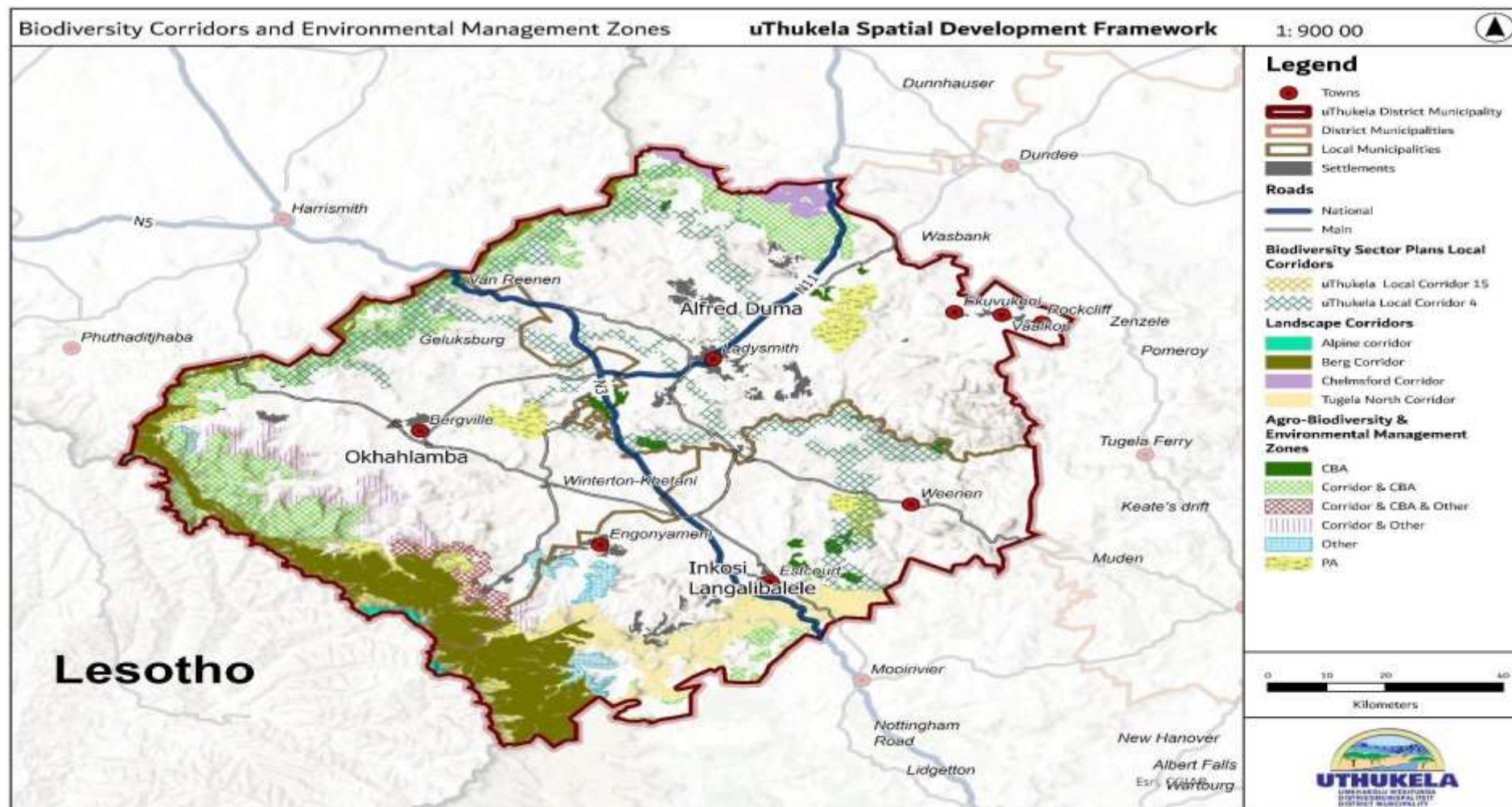
- **Inclusive Employment & Skills Transfer:** Local green infrastructure projects are highly labour-intensive and can target historically disadvantaged groups, particularly youth and women.

- **Small Business Incubation:** The green transition allows the uThukela municipality to support micro and small-scale enterprises (SMEs) across the value chain, driving localized wealth creation rather than relying on external mega-projects.

3.2.11.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses, and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are their value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The map below shows the environmental sensitive areas within uThukela

The Environmental Sensitive areas



SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.11.2 BIODIVERSITY (INCLUDING PROTECTED AREAS)

The District Compromises predominantly endangered and vulnerable vegetation types and contains exceptionally rich floral and faunal species diversity. At least 180 and 61 Red data plants and animal species are found within the district, respectively (Biodiversity Sector Plan). Half of the 18 vegetation types in the municipality are classified as Endangered or Vulnerable, respectively comprising 20.5% and 61.4% of the district's land surface area. The uThukela District Municipality therefore contains a disproportionately large percentage of area classified as Endangered and Vulnerable (81.9%). The demarcation and appropriate management of the best parcels of land within the uThukela District Municipality is therefore critically important for the conservation of these vegetation types in KZN.

In terms of Flora, only one formally conserved area called the Nambiti Conservancy. The lack of protected areas in the remaining areas of the Districts prevents the conservation of biodiversity in these areas. Natural vegetation cover is largely impacted by the continued urban sprawl taking place in the rural areas. There is a need for protected areas as the District contains critical vegetation biodiversity areas, including wetlands and grasslands that are a habitat for rare and often endangered plant species. There are four rare priority species were identified, namely Barleria greeii, Barleria argillicola, Hemiziga bulosii and Calpurnia woodii.

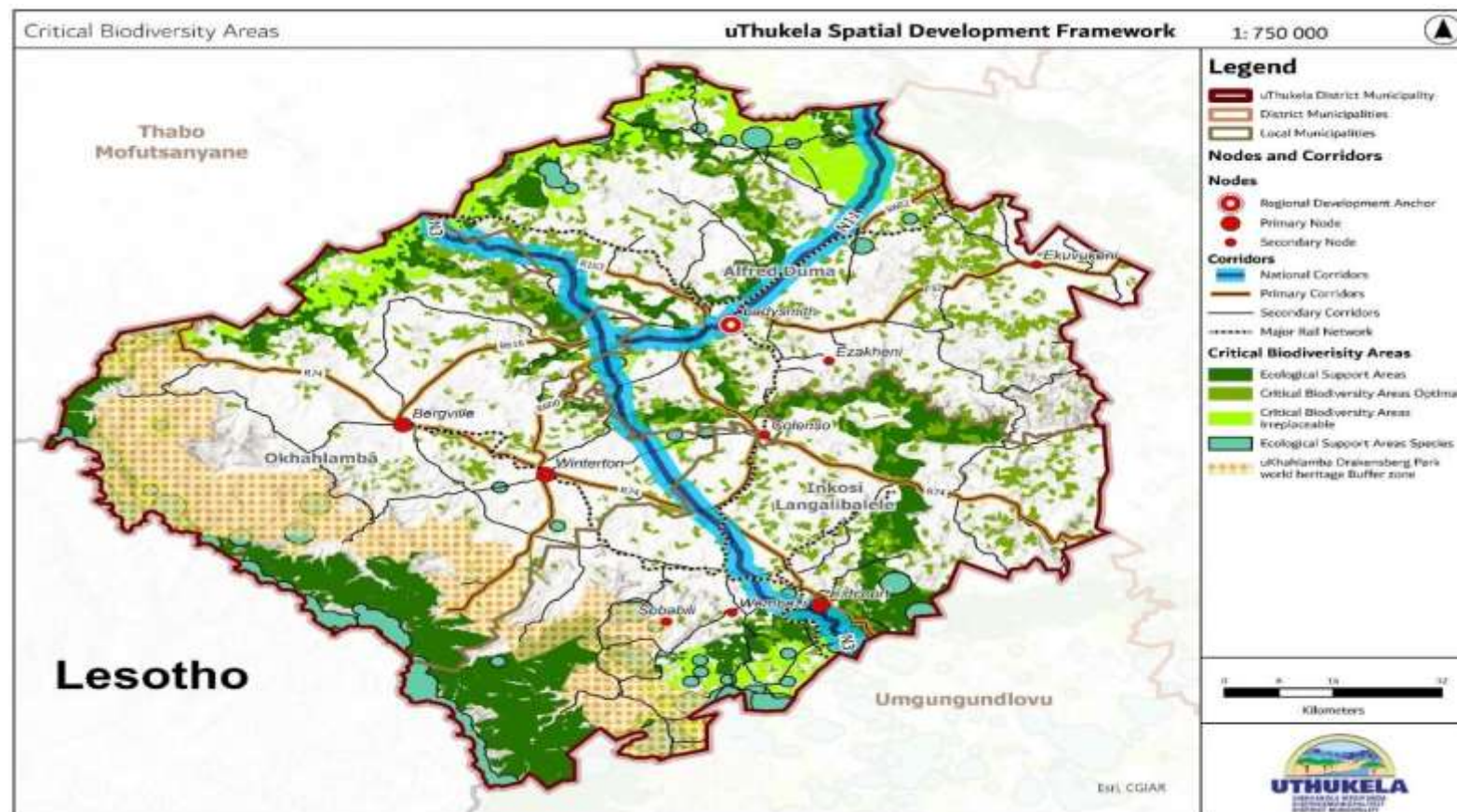
The fauna that inhabitant the District comprises of various mammals, arachnids, various reptile species, insects species, amphibians and various bird species. Important bird species were identified and their roosting and nesting sites were identified as critical biodiversity area. Crane critical biodiversity areas were identified within the District north and southwest of the Ladysmith Town. The proposed interventions are as follows:

- Alien plant eradication programmes to be implemented (incl. private and Working for Water).
- Wetland rehabilitation programmes to be formulated and implemented (incl. private and Working for Wetlands).
- Appropriate burning regimes to be formulated and communities need to be educated in respect to burning of velds (incl. private and Working for Fire).
- Appropriate livestock and game stocking densities (adhering to agricultural norms)
- Sustainable harvesting of biodiversity resources
- Protection of nesting and roosting sites
- Vultures: protect nesting and roosting sites from any form of disturbance
- Quality control of carcasses offered in vulture restaurants.
- Environmental education re persecution of Vultures and Ground Hornbill
- Expansion of Crane Custodian Programme

- Employ recognised procedures as per Crane Foundation and EKZNW
- Expansion of Oribi Custodian Programme

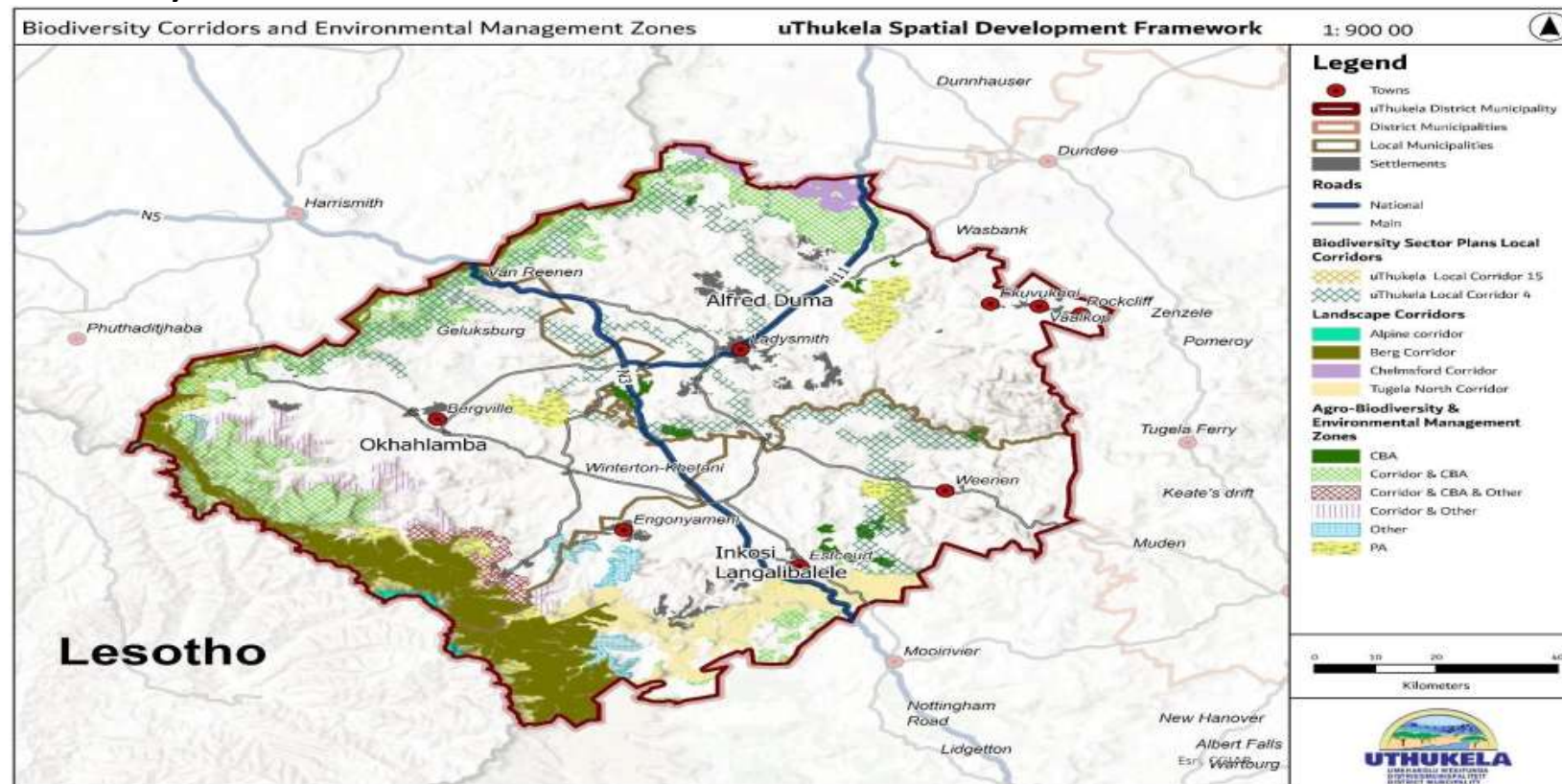
The maps below explains the vegetation types and protected areas as well as the biodiversity corridors in uThukela district municipality

Protected Areas



SOURCE:UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK,2025

Biodiversity corridors



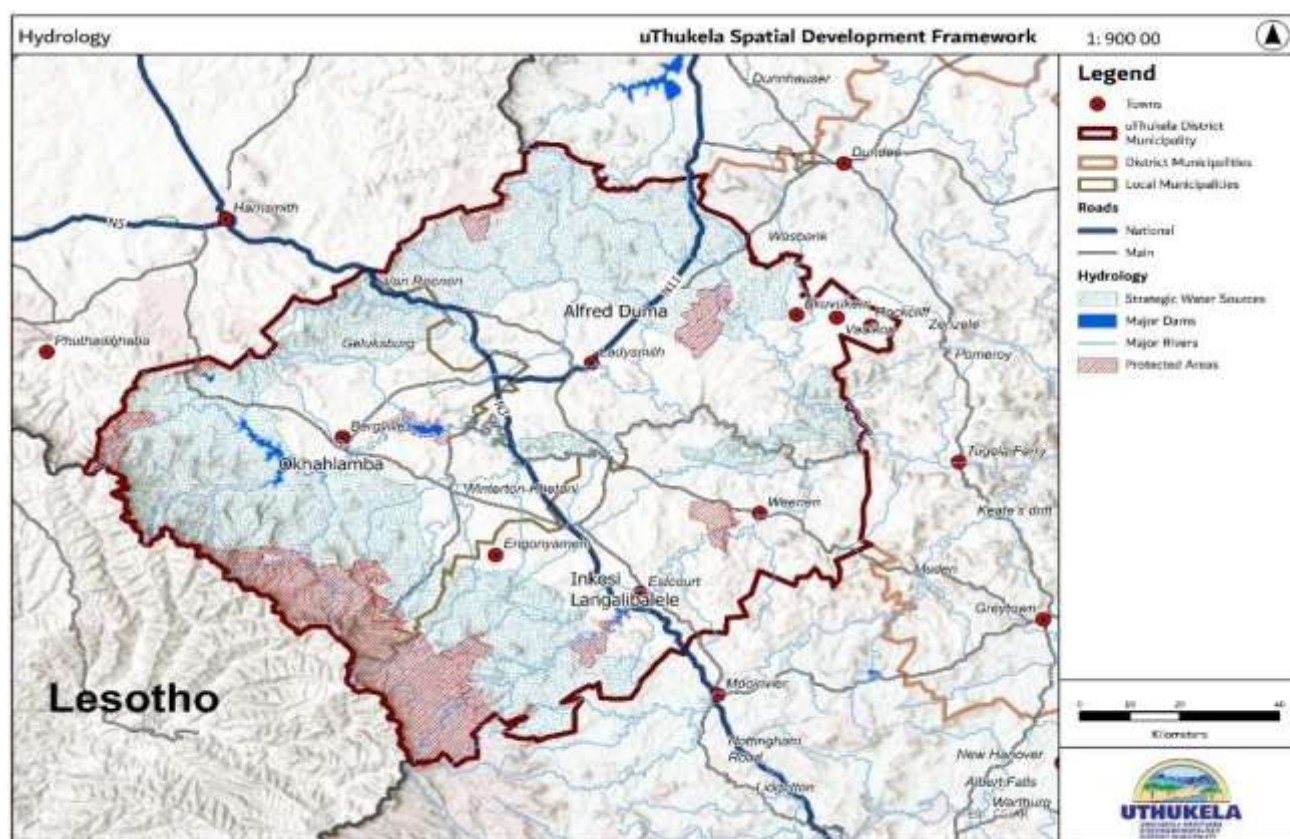
SOURCE: UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.2.11.3 HYDROLOGY

uThukela district municipality core function is the provision of water and sanitation; therefore, it has a commitment to lead water conservation initiatives around uThukela district. The following are the water sources of the district:

- uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of Kwazulu-Natal. Other main rivers include Klip River, Sundays River, Little Tugela, Boesmans River, and Sterkspruit Rivers.
- The rivers and wetlands associated with the district, particularly upper catchment wetlands, are of national importance.

The map below explicates the hydrology in uThukela district municipality



SOURCE:UTHUKELA SPATIAL DEVELOPMENT FRAMEWORK,2025

3.2.11.4 AIR QUALITY

In terms of National Environmental Management, Air Quality Act (No. 39 of 2004), municipalities have a critical role to play in protecting the environment by providing reasonable measures for the prevention of pollution, ecological degradation, and for securing ecologically sustainable development while justifiable economic and social development.

The table that follows shows the provincial emission results from point, non-point, and mobile sources, based on the KZN Baseline Emission Inventory Report.

Table 4 : Provincial Emissions in tons per annum

Districts	CO ₂	CO	SO ₂	NO _x	PM	LEAD	VOCs
Umgungundlovu	114747.33	89030.52	1593.16	13281.12	4655.99	0.00	16092.34
Amajuba	36197.00	22045.40	2756.55	3351.73	9091.20	0.00	4117.83
Umkhanyakude	20890.00	51341.31	319.62	4910.99	2872.51	0.00	6783.55
Ugu	208674.00	44017.25	500.82	11920.30	1339.74	0.03	6748.69
Zululand	7154.00	25952.49	206.75	4158.09	1299.11	0.00	4777.80
Uthungulu	103395.00	183156.67	27629.36	9417.30	4045.17	0.94	9595.49
Ilembe	0.00	7845.67	2525.37	1586.61	1054.98	1.03	873.84
Sisonke	0.00	1937.41	15.33	620.69	70.51	0.00	359.67
Ethekwini	3747.17	368544.69	34309.67	84250.69	16679.08	1.25	67610.10
Uthukela	0.00	35117.08	1296.43	5045.97	1652.62	0.00	6501.20
Umzinyathi	0.00	14411.34	117.14	1778.19	343.22	0.00	2663.45
TOTAL	494804.50	1389292.32	71270.21	246478.28	87692.98	5.53	187629.84

Source: uThukela District Environmental Management Framework

Due to its largely rural nature, UTM only contributes 3.4 % of the total emissions in the province with the highest emissions being CO. Most of the emissions recorded for uThukela are for mobile sources. This means that vehicle emissions are the chief contributor to air pollution in the district with industrial and agricultural sources playing a smaller role in air quality. Industrial sources of air pollution are concentrated in Ladysmith, with limited industrial activities also occurring in Estcourt. UTM has an Air Quality Management Plan in place and there is an air quality monitoring station in Estcourt.

The Air Quality Management Plan was reviewed and approved by the Council in May 2025 and is implemented as follows: -

- identification of priority sources of air pollution
- development and implementation of air pollution reduction strategies, focusing on the identified priorities.

- acquisition of appropriate air quality monitoring tools
- appointment of an air quality officer
- establishment of the district environmental management forum to wage a multi-sectoral approach in addressing air quality management challenges including radiation in the district.
- compilation and submission of quarterly progress report on the implementation of the plan

3.2.11.5 CLIMATE CHANGE

Global warming is the increase in the average temperature of the earth near surface, air, and oceans. The effects of climate change will be felt sooner, and the world must learn to live with the effects. The destructive changes in temperature, rainfall and agriculture would worse affect vulnerable people such as the old and the poor.

uThukela district municipality is consciously aware that climate change poses critical threats to socio-economic development, in areas as diverse as water and sanitation, food security, health and energy. uThukela District Municipality has engaged itself in numerous initiatives aimed at capacitating communities on global warming and climate change.

The municipality supplies schools with garden tools to support the food gardens initiative. The municipality also supports “green events” in their municipal activities. This is achieved through green procurement when organizing municipal events, a waste management plan designed solely for the event, inviting the Department of environmental Affairs to raise environmental awareness to communities during the day of an event e.g., distributing environmental education material to communities. uThukela district municipality is committed to understanding water resources, strategies & methods of utilizing water more efficiently & effectively going forward. The municipality developed and adopted the climate change response plan by **27 September 2024.**, **and is attached as an annexure.**

uThukela district municipality has a capacity to perform environmental management and there is support from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs & Rural Development) to supplement the municipal capacity.

The municipality has appointed a designated waste management officer & air quality management officer to comply with the requirements of the Waste Act & Air Quality Act. The role of the waste

management officer is to coordinate on matters pertaining to waste management whilst air quality management accounts on air quality management matters.

3.2.11 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The Municipal Systems Act (MSA) requires that part of each municipality's IDP must have Spatial Development Framework. The act also suggests an environmental layer, in the form of Strategic Environmental Assessment (SEA), must inform that development framework. It is necessary to address the environmental resources and assets of an area and consider its sustainability. It is under this premise that the district developed an Integrated Environmental Plan (IEP). The primary role of the IEP is to provide the high-level environmental analysis for the district including the local municipalities. Secondly, the plan is used to guide strategic and project level development and planning decision-making. The IEP contributes to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are considered during decision making.

3.2.12 SPATIAL AND ENVIRONMENTAL TRENDS

ISSUE	DRIVER	INTERVENTION
Threats to biodiversity and ecosystem functioning (especially catchment and watershed functioning)	Soil erosion due to lack of trail maintenance, paths by tourists and criminals, burning of trace lines for fire breaks. Uncontrolled and unplanned fire inability to control fires particularly entering from neighbouring areas. Overgrazing by livestock (cattle) entering from neighbouring area Lack of funds for proper management (e.g., current IAP budget covers 5% of WHS area) External pressures (e.g., land development by groups put pressure on resources; no compliance with the law even when an EA has been issued	Overgrazing by livestock (cattle) entering from neighbouring areas Overarching intervention: Follow and implement WHS management plans already in place Improved grazing management Coordination of different stakeholders / agencies for funding. Improved law enforcement; awareness and education
Loss of cultural heritage	Damage and destruction of rock art	Follow and implement WHS management plans already in place
Degradation of grasslands	Inappropriate burning practice winter burning by thieves / poachers to encourage livestock / game to graze distant areas for poaching or theft. inappropriate burning practice annual as opposed to biennial burns. Soil erosion due to overgrazing, uncontrolled tracks	Fire Management Fire Management Footpath planning and maintenance Cross slope barriers contour burns, terraces

Loss of biodiversity	Alien plant infestation Invasive control measures Poaching of wildlife Overharvesting of native plants	Enforcement and awareness Raising Enforcement and awareness Raising Clearing of indigenous species Enforcement and awareness raising
Destruction of wetlands	Overgrazing / livestock movement Alien plant infestation Poor burning regimes	Grazing mgmt. herders; alternative fodder; stock reduction Invasive control measures Fire management
Decline in water quality	Leaching / runoff of agricultural chemicals due to lack of buffers on waterways and / or buffers between croplands and waterways Riparian areas being lost to croplands resulting in siltation High use of pesticides and fertilizers, which is leaching into water resources	Integrated pest management to reduce pesticide use; improved fertilizer management to reduce leaching run off. Buffer zones around waterways / riparian areas Enforcement and awareness All riparian areas in Buffer
Loss of biodiversity	Expansion of commercial agriculture Alien plant infestation	Ensure proper applications and permitting Alien Removal programmes
Uncontrolled water abstraction impacting on water quality and quantity in rivers	Uncontrolled and random construction of weirs and pipelines to meet domestic and agricultural water needs	Rainwater harvesting focus on household / rooftop rainwater harvesting for domestic use and livestock watering (Minimal value in infield RWH due to high rainfall in area)
Water pollution in rivers and groundwater	Pollution with detergents from washing laundry in rivers due to insufficient water and sanitation services developed in the area	Service provision by DM proper sanitation
Litter and pollution Degradation of grasslands (increased erosion and declining biodiversity) grazing management issues	Poor solid waste management. Illegal dumping (especially problem of disposable nappies in river. Overgrazing large herds for cultural /traditional reasons. Localized overgrazing livestock kept close to homestead to avoid theft. Overgrazing large herds "hiding" drug money. Regular movement of large number of livestock between kraals and grazing lands. Cross slope barriers trash lines, vegetation strips	Service provision by DM Recycling. education and awareness campaigns Policing of pollution controls. Identification of illegal dumping hotspots. Grazing mgmt. herders; alternative fodder; stock. Reduction all communal grazing lands in buffer zone. Rehabilitation of dongas gully plugging, gully cutting and vegetation

3.2.13 CROSS CUTTING ISSUES KEY CHALLENGES -SPATIAL AND ENVIRONMENTAL MANAGEMENT

CROSS-CUTTING ISSUES

KEY

CHALLENGE

- ♦ Lack of environmental education in general: **uThukela DM has a serious lack of critical environmental planning tools.** The Integrated Waste Management Plan (IWMP) is under review to address the key challenges regarding waste management. The Air Quality Management Plan (AQMP) of the municipality is under review to address key challenges regarding air quality related issues. Alien Invasive Species Removal Plan-the municipality does not have the plan to deal with alien invasive species.
- ♦ Deeply rural, agrarian and poverty-stricken communities
- ♦ Disasters due to climate change: The district is prone to several natural hazards which have increased due to climate change and its impact is severe to poor people. The district is working with local municipalities to capacitate their disaster management centre, to conduct risk assessment and develop mitigation strategies in their respective area of jurisdiction.
- ♦ Lack of environmental planning tools to govern natural environment: **Lack of sufficient environmental education and awareness.** uThukela DM does participate in environmental education and awareness activities which include amongst others the following: School Environmental education program, Integrated Environmental Management Workshops. Commemorations of environmental calendar days e.g. Wetlands Celebration, Water Week, Arbor Month, World Environment Day
- ♦ Lack of resources to mitigate and prevent incidents of disasters: The municipality is operating with unfunded budget, which means the municipality need to implement mitigation strategies that can be done without budget. The municipality will implement more community awareness and training programmes targeting vulnerable people such children, women & disable etc., the program will also target traditional leaders and war rooms.
- ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas (CBAs);

3.2.14 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

The following table summarizes the Spatial and Environmental SWOT Analysis

Strengths	Opportunities
◆ Beautifully pleasing landscape with habitat diversity, large wetlands, and important biodiversity areas with high tourism attractions ◆ The area is good for research development of certain organizations; the Ukhahlamba Drakensberg Heritage Site has Buffer restrictions to restore its own sense of place. ◆ There are conservancies formed for conservation of species, habitat, and biotic organisms. ◆ The Ukhahlamba Drakensberg mountain range is a World Heritage Site and forms part of the Maloti-Drakensberg Transfrontier Peace Park (MDTP) between Lesotho and South Africa. This has a competitive advantage. ◆ The municipality is responding to 2016 PGDS strategic goal number 5 that talks to Environmental sustainability	◆ IDP identified the need for a regional airport and the development of the N3 corridor. ◆ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. ◆ Integration of social, economic, and environmental factors into planning, implementation and decision making this leads to sustainable development. ◆ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area. ◆ Creation of green job opportunities through conservation of environment; this contributes to green economy
Weaknesses	Threats
◆ Lack of economic diversity & competitiveness of small towns. ◆ The economy is dependent on government services. ◆ Agriculture and tourism potential not fully exploited. ◆ The municipality is characterized by the ageing water and sanitation infrastructure. ◆ Lack of initiative to identify areas that need to be rehabilitated in the district. ◆ Lack of environmental compliance and enforcement; this weakens management of the natural environment. ◆ Lack of environmental management strategies, projects, and key interventions to monitor & manage biodiversity as well as ecological footprint. ◆ Lack of important environmental plans to execute the core function of the local municipality (waste management) i.e., IWMP. ◆ Lack of environmental planning tools to govern natural environment.	◆ On-going environmental degradation impacting ecotourism, leading to a reduction of resources available for conservation aspects. ◆ Low economic growth and increasing rate of unemployment in major economic sectors. ◆ Alien infestation may lead to marked declines in stream flow, transformation of vegetation composition & structure; alteration of patterns nutrient cycle & fire regime; also impact on Tourism & Agricultural production. ◆ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas. ◆ Excessive harvesting of indigenous trees for firewood, cutting thatch grass for roofing purpose, use of river sand and soil for buildings; Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth. ◆ Lack of environmental education in general ◆ The effects of climate change are due to poor environmental management.

3.2.15 DISASTER MANAGEMENT

It is recommended that this section should be read in conjunction with the uThukela district municipality Disaster *Management plan and sector plan for 2026/2027 which is attached as an annexure.*

uThukela district municipality is concerned about the human suffering and economic loss due to the result of disasters. uThukela district municipality is affected by numerous disasters that include veldfires, lightning, Strong Winds, Heavy rainfall, snow fall and hailstorm.

3.2.16.1 MUNICIPAL INSTITUTIONAL CAPACITY

3.2.15.1.1.1 UTHUKELA DISTRICT DISASTER MANAGEMENT CENTRE

uThukela District Disaster Management Centre has ten (10) staff members and four (4) staff members in the fire department. The relief stock required is Temporary Shelters, Blankets, Plastic Sheets and Food Parcels. The District Municipality must visit all the local municipalities to support staff and the councils to develop their policy frameworks, Memorandum of understanding, disaster management plans and contingency plans for their municipalities. The District Disaster Management Centre phase 2 is planned to be developed soon, which is the fire service unit.

3.2.15.1.1.2 MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The uThukela district municipality Disaster Risk Management Framework was developed and approved. The framework is in line with the National and Provincial frameworks and deals with each of the four Key Performance Areas as well as the three enablers. Key performance indicators have been set for each of the KPA's as well as the three enablers.

3.2.15.1.1.3 MUNICIPAL DISASTER MANAGEMENT PLAN

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53, each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. The uThukela district municipality draft disaster management plan and sector plan that will inform 2026/2027 financial was approved concurrently with the draft IDP on the 27 March 2026. The Disaster

management plan was reviewed in collaboration with all relevant stakeholders. These plans incorporate the amendments made in the Disaster Risk Management Act 2002.

3.2.15.1.1.4 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

IGR Structure is actively functional. Hence, few senior managements participating in this structure whereas many of them are expected to participate in this committee.

3.2.15.1.1.5 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. The uThukela District Disaster Risk Management Advisory Forum was established. According to subsection (1), a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The uThukela district municipality advisory forum is made up of all relevant stakeholders within the district who may be involved in issues related to disaster management. There is an improvement in terms of attendance of key stakeholders in advisory meetings; the forum meets on quarterly basis.

3.2.15.1.1.6 MUNICIPAL FIRE AND RESCUE STATIONS

The uThukela district municipality has four personnel coordinating fire service unit at a district level. The operations on fire services are currently based at our family of local municipalities, which is Alfred Duma, Inkosi Langalibalele and Okhahlamba. uThukela is playing a critical role of supporting fire services in all four local municipalities, uThukela District supported Inkosi Langalibalele Local Municipality with Rapid Response Vehicle with aim of empowering the municipality to have capacity to deal with fire and road accidents.

3.2.15.1.1.7 MUNICIPAL FIRE AND RESCUE BYLAWS

uThukela district municipality coordinated all local municipalities to develop their draft documents for fire bylaws which were submitted to their respective councils for adoption. ***The list below entails the critical municipal legislative mandate for Disaster Management and fire 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 (KPA) 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;
- consider 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:

- Planning, Coordination and regulation of fire services;
- Specialised firefighting services such as mountain, veld, and chemical fire services;
- Coordination of the standardisation on infrastructure, vehicles, equipment and procedures; and 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:

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

3.2.15.1.1.8 MUNICIPAL IGR STRUCTURES

The uThukela district municipality has adopted District Development Model (DDM) where local municipalities and sector department convene through different sub committees. The district disaster management belong under justice cluster where disaster related matters are presented. The challenge is that structure is now functional.

3.2.16.2 RISK ASSESSMENT

The Local Municipalities have started to conduct risk assessments in their respective jurisdictions, in line with guidelines that were approved by the National Disaster Management Centre (NDMC).

RISK PROFILE OF THE UTHUKELA DISTRICT MUNICIPALITY

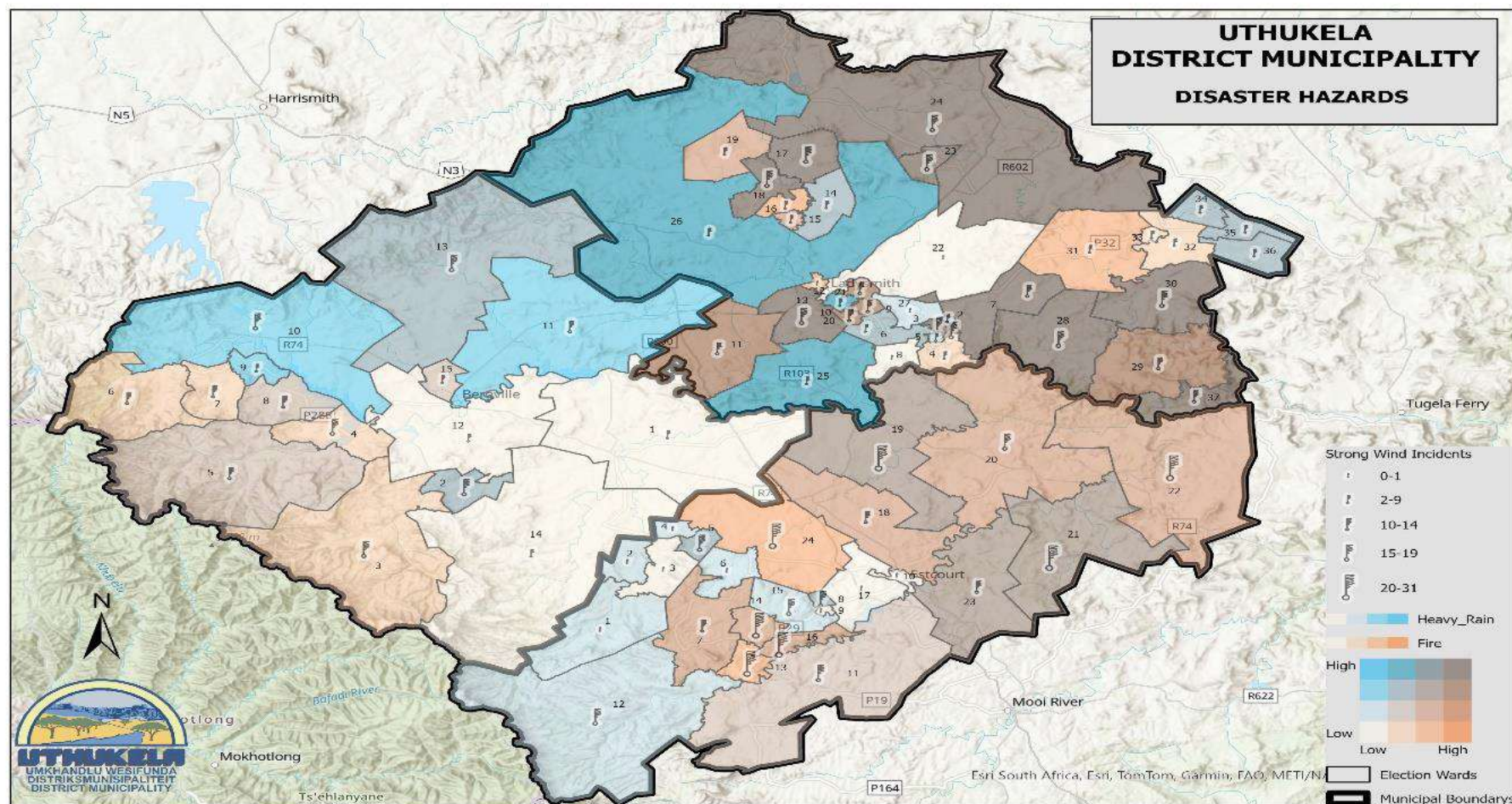
The table following illustrates a summary of the priority risks / hazards in uThukela District whereas the attached disaster management plan is detailed on the identified hazards.

Risk priorities have been allocated a numerical value from one to six with six being the highest. These risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments.

- Lightning
- Hailstorm
- Fires
- Strong Winds
- Heavy Rainfall
- Snow fall

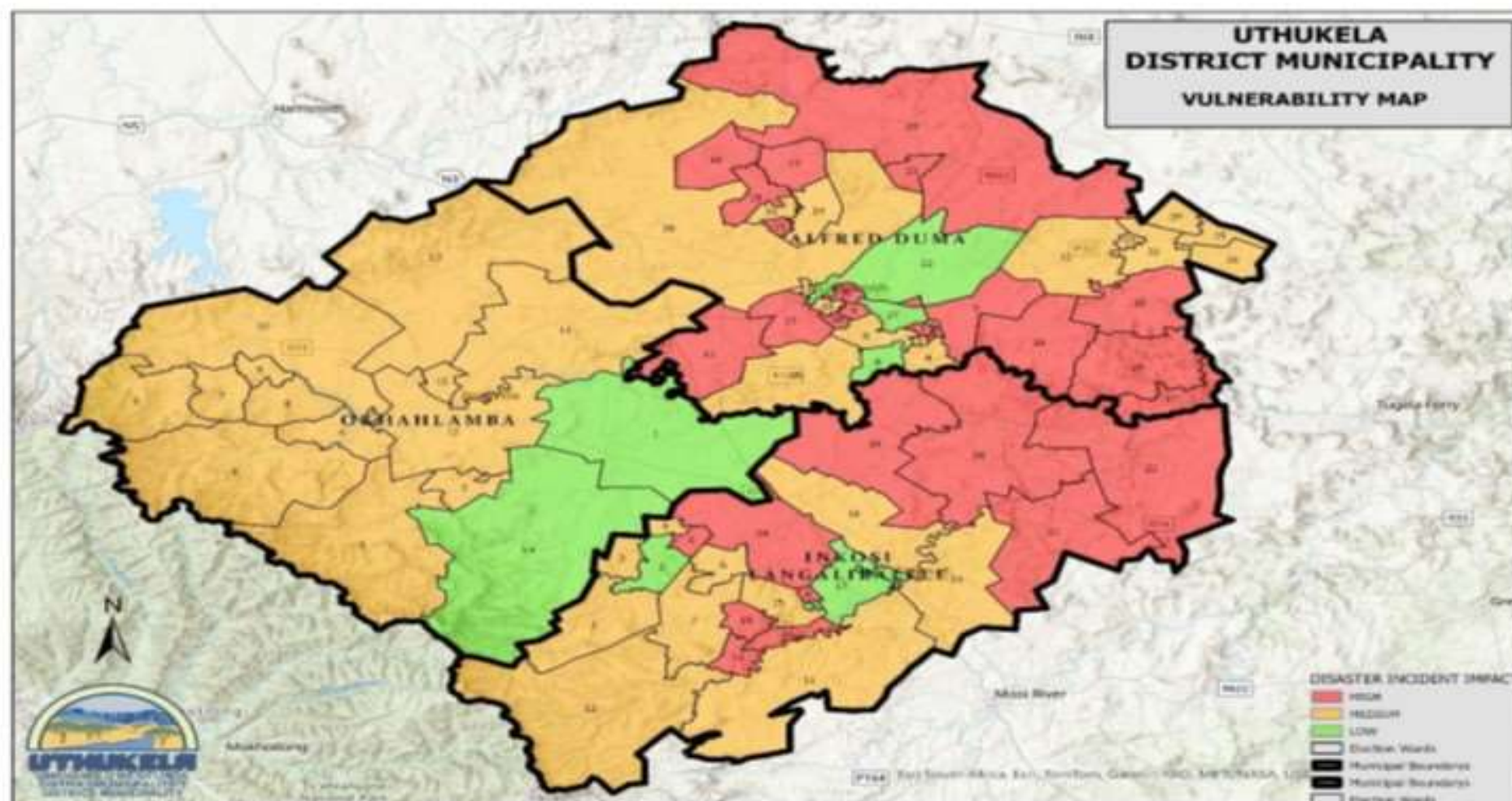
These risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years. Below are hazards profile and vulnerability maps of uThukela district municipality.

HAZARDS MAP



SOURCE: UTHUKELA DISASTER MANAGEMENT PLAN, 2026

VULNERABILITY MAP



SOURCE: UTHUKELA DISASTER MANAGEMENT PLAN, 2026

3.2.16.3 RISK REDUCTION AND PREVENTION

Disaster prevention refers to actions that provide “outright avoidance” of the adverse impact of hazards and related environmental, technological, and biological disasters. Strategies applicable to preventive intervention are inter alia (see Disaster Management Plan for detail list):

- ⇒ Effective land-use planning.
- ⇒ Basic public works and
- ⇒ Effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions.

Examples are:

- ⇒ Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilise the soil and prevent damaging land subsidence.
- ⇒ Locating critical rail: Road and telecommunications structures behind a coastal “setback” line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms.
- ⇒ Careful positioning of storm water drainage and its on-going maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain.

It is not possible to completely prevent all disaster events. Their severity can be reduced, however, through on-going disaster mitigation efforts.

3.2.16.4 RISK REDUCTION AND MITIGATION

Disaster Mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities, and households. These efforts can target the hazard or threat itself e.g., a firebreak that stops a fire spreading close to residential areas. This is often referred to as structural mitigation since it requires infrastructure or engineering measures to keep the hazard away from those at risk.

Disaster mitigation efforts can also target people who are at risk, by reducing their vulnerability to a specific threat, e.g., promoting community responsibility for controlling fire risk in an informal settlement. This is often called “non-structural” mitigation, as it promotes risk-avoidance behaviours and attitudes. A shift from structural to non-structural measures took place worldwide. The main reason for this is mainly the non-contribution of structural measures to sustainable development

objectives. In most cases, structural measures only reduce disaster damage, and the level of risk remains the same. Hence, structural measures only create a false sense of security for communities.

3.2.16.5 RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services.

The Disaster management centre budgets annually for the purchase of relief materials in the form of temporal shelters/tents, blankets, lightning conductors, and plastic sheeting. This material is provided to victims of disasters or serious incidents when necessary. All local municipalities are supported in this programme, and relief materials are provided to them when it is necessary. Relief efforts, in the event of disasters and/or incidents, are coordinated through the local municipality disaster management officials and the district disaster management centre.

The table below outlines the incidents reported in our local municipalities from July to September 2025 and October to December 2025 as well as relief issued.

Number of incidents and impact per Local Municipality July to September 2025

Municipalities	Number of Incidents	Households Affected	Houses Destroyed		Homeless	People Affected	Fatalities	Injuries
			Totally Destroyed	Partially Damaged				
Alfred Duma LM	29	31	25	17	01	188	01	05
Inkosi Langalibalele LM	38	74	83	64	24	382	01	00
Okhahlamba LM	12	12	12	05	00	90	00	02
TOTAL	79	117	111	86	25	660	02	07

Relief Issued -July to September 2025

Municipalities	Blankets	Food parcels	Sponges	Tents	Plastic Sheeting	Sanitary Packs	B-Box
Alfred Duma	42	04	08	02	07	00	00
Okhahlamba	18	02	06	09	00	00	00
Inkosi Langalibalele	20	01	12	00	00	33	00
Total	80	07	26	02	07	33	00

SOURCE:UTHUKELA DISTRICT DISASTER MANAGEMENT PLAN, 2025

October to December 2025

LOCAL Municipalities	Number of Incidents	Households Affected	Houses Destroyed		Homeless	People Affected	Fatalities	Injuries
			Totally Destroyed	Partially Damaged				
Alfred Duma LM	26	289	135	284	22	2097	00	08
Inkosi Langalibalele LM	17	189	103	111	22	655	00	00
Okhahlamba LM	10	29	17	19	02	197	01	03
TOTAL	53	507	254	414	46	2949	01	11

Relief Issued -October to December 2025

Municipalities	Blankets	Food parcels	Sponges	Tents	Plastic Sheeting	C/iron	Sanitary Packs	B-Box
Okhahlamba	14	14	15	00	02	00	00	00
Alfred Duma	84	00	00	02	209	00	00	00
Inkosi Langalibalele	00	00	33	00	33	54	33	33
Total	98	14	48	02	244	54	33	33

SOURCE:UTHUKELA DISTRICT DISASTER MANAGEMENT PLAN, 2025

3.2.16.6 EDUCATION, TRAINING, AWARENESS & RESEARCH

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management.

This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community.

The uThukela district municipality is exposed to a wide range of natural and human induced hazards that can cause wide spread of hardship and devastation of lives. Natural disasters are often frightening and difficult for the community to understand, because they have no control over and where they happen. What we can manage to control, however, is the level of preparedness for the

communities and organs of state and civil society organizations to deal with the dangers that natural disasters bring.

During this summer and winter season, several incidents have been reported with severe damage to both people's lives and property. Common major incidents in the district include Runaway veldfires that affect the entire district, especially the rural black communities; the severe storms and strong winds claimed many lives and damages to property and agricultural commodities. Severe flash floods that usually affect communities that have informal houses next to the rivers or small river basins.

In line with the provisions of the Disaster Management Act 57 of 2002, this Community Awareness Campaign is a corner stone of ensuring that:

- Communities understand the hazards in their localities.
- Communities are acutely aware of the effects of those hazards and
- Communities are capacitated to deal with identified hazards.

In this regard, communities need to be made aware and educated on the risks in their areas, and what to do when the disaster strikes. The District Disaster Management Centre has therefore developed this Community Awareness, Educational Programme, Capacity Building and Workshops to create resilient communities on disaster management. One of the fundamental aims of this campaign is to ensure the visibility of District Disaster Management Centre (DDMC) at local level.

DDMC in consultation with other stakeholders rolled out of the campaign that was in the form of Community Awareness, Educational Programme, Capacity Building and Workshops, where locals played a huge role in identifying proper venues and mobilising local communities, amongst other things. During the programme itself, all messages were based on the district risk profiles for those areas. The target audience was communities, community leaders, Operation Sukuma Sakhe, schoolchildren, and stakeholders. These programmes have started in the 2017/2018 financial year to 2018/2019 financial year, but other phases of the programme were held in the 2019/2020 to 2020/2021 financial year.

As it was indicated earlier that awareness campaigns in uThukela district are continuous in nature. The uThukela district municipality has embarked on the disaster's awareness campaigns in all the identified areas as per the risk assessment plan. During the awareness campaigns, the following topics were covered: Heavy rainfall, Strong winds, Hailstorm, Floods, Prevention of fires, Mitigation and prevention of all winter and summer incidents, Snow protocol issues and Drought.

3.2.16.7 FUNDING ARRANGEMENTS

The Disaster Management annual budget is a combination of operational and strategical budget that covers the day-to-day functions of the disaster management matters. The MEC for COGTA raised a concern when the department was assessing the 2025/2026 IDP where it was indicated that the Disaster risk reduction initiatives did not reflect budget allocation, uThukela district municipality and its family of municipalities had partnered with other stakeholders in ensuring that there is budget allocations since the municipality is operating on an unfunded budget since most of the areas in the district are prone disasters. It is expected that every financial year more funding needs to be pumped in to deal with the issues of disasters in a swift manner not only at the district level but also at the local level; noting that municipalities are having some financial constraints. The following shows the breakdown of the available budget for disaster management and fire services for 2026/2027 and beyond.

Breakdown of available budget for disaster management and fire services

Capital budget

Disaster Vehicle	R 700 000

Total capital budget	R 700 000

Operational budget

Disaster Management Plan	R 500 000

Disaster relief	R 800 000

Wendy houses	R 900 000

Lightning Conductors	R 1000 000

Awareness campaigns at Schools, Public meeting, war rooms	R 50 000

Traditional leadership workshop	R 50 000

Training of ward councillors	R 70 000

Total operational budget	R 3 370 000

Total budget including capital and operational	R4 070 000

3.2.16.8 CROSS CUTTING KEY CHALLENGES-DISASTER MANAGEMENT

CROSS-CUTTING ISSUES

KEY

CHALLENGE

- ♦ Lack of environmental education in general: **uThukela DM has a serious lack of critical environmental planning tools.** The Integrated Waste Management Plan (IWMP) is under review to address the key challenges regarding waste management. The Air Quality Management Plan (AQMP) of the municipality is under review to address key challenges regarding air quality related issues. Alien Invasive Species Removal Plan-the municipality does not have the plan to deal with alien invasive species.
- ♦ Deeply rural, agrarian and poverty-stricken communities
- ♦ Disasters due to climate change: The district is prone to several natural hazards which have increased due to climate change and its impact is severe to poor people. The district is working with local municipalities to capacitate their disaster management centre, to conduct risk assessment and develop mitigation strategies in their respective area of jurisdiction.
- ♦ Lack of environmental planning tools to govern natural environment: **Lack of sufficient environmental education and awareness.** uThukela DM does participate in environmental education and awareness activities which include amongst others the following: School Environmental education program, Integrated Environmental Management Workshops. Commemorations of environmental calendar days e.g. Wetlands Celebration, Water Week, Arbor Month, World Environment Day
- ♦ Lack of resources to mitigate and prevent incidents of disasters: The municipality is operating with unfunded budget, which means the municipality need to implement mitigation strategies that can be done without budget. The municipality will implement more community awareness and training programmes targeting vulnerable people such children, women & disable etc., the program will also target traditional leaders and war rooms.
- ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas (CBAs);

3.2.16.9 DISASTER MANAGEMENT SWOT ANALYSIS

Strengths	Opportunities
♦ Disaster management plan in place ♦ Practitioner's forum in place ♦ Disaster management Fleet to respond swiftly to incidents. ♦ Availability of the applicable DMSP's in the family of municipalities ♦ Fully fledged disaster management centre	♦ Support from provincial and national centres ♦ Support from local NGO's and business organisations
Weaknesses	Threats
♦ Lacks resources (material) ♦ Very limited budget to deal with disasters.	♦ Non-compliance with legislative mandates – reporting ♦ Deeply rural, agrarian, and poverty-stricken communities. ♦ Social tensions

	♦ Lack of co-operation from supported municipal centres (sharing & exchanging of information) ♦ Floods that lead to the loss of lives

3.3 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.3.1 MUNICIPAL TRANSFORMATION

Municipal transformation and organisational development relate to a fundamental and significant change in the way the municipalities perform their functions, and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

Transformation is part of the municipality's strategy and must be driven from the highest level of management and leadership. Municipalities need to enhance management skills to facilitate team players who will cascade the transformation assignment to the lowest levels of staff.

3.3.2 ORGANIZATIONAL DEVELOPMENT

Organizational development is a deliberately planned effort to increase an organization's relevance and viability. Organisational refers as the future readiness to meet change thus a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos.

Organizational development is the framework for a change process designed to lead to desirable positive impact to all stakeholders and the environment. It can design interventions with application of several multidisciplinary methods and research besides traditional organizational development approaches.

3.3.2.1 INSTITUTIONAL ARRANGEMENTS

Sub-structures such as the Executive Committee, Finance, Corporate services, Infrastructural, Planning, and social services portfolio committees, are in place to carry out the decision-making and oversight functions of the uThukela district municipality. In addition to these sub-structures the district has the MPAC (Municipal Public Accounts Committee) and Audit Committees that also oversee the administrative undertakings. As far as the municipal administrative structure is concerned, there are four main municipal departments namely the budget and treasury office, corporate services, water, sanitation, and technical services as well as social and economic services that report directly to the Office of the Municipal Manager.

3.3.2.2 POWERS AND FUNCTIONS OF MUNICIPALITY

The following are the powers and functions of our municipality:

- ⇒ To provide community & citizen services.
- ⇒ Water supply and sanitation services.
- ⇒ Municipal Health services.
- ⇒ Solid waste disposal sites.
- ⇒ Municipal roads.
- ⇒ Regulation of passenger transport services.
- ⇒ Municipal airports serving the area of the whole district.
- ⇒ Firefighting serving the whole District.
- ⇒ Establishment and control of fresh produce markets.
- ⇒ Establishment, conduct and control of cemeteries.
- ⇒ Promotion of local tourism for the area of the district municipality.
- ⇒ Municipal public works relating to any of the above functions, or any functions assigned to the district municipality.

The table below summarises the functions of the municipal departments:

Table 22: Municipal Departments and some of their Functions

OFFICE OF THE MUNICIPAL MANAGER	CORPORATE SERVICES	WATER, SANITATION & TECHNICAL SERVICES	BUDGET & TREASURY OFFICE	ECONOMIC PLANNING & DEVELOPMENT AND COMMUNITY SERVICES
<u>FUNCTIONS</u> • The management of the municipality's administration. • The implementation of the IDP and monitoring of the plan. • The implementation of National and Provincial Legislation applicable to the municipality. • The management of the provision of services to communities in a sustainable manner. • Advising the Municipal Council and other political structures as well officials of the municipality, • Develop youth in the district. • Develop and promote sports	<u>FUNCTIONS</u> • Advising Council and its committees on standing orders, code of conduct and applicable Legislation. • Advises the Council, its Committees and Heads of Departments on Human Resource Policy and labour relations. • Acts as a Municipal Manager during his absence • Approves all agendas and minutes compiled by his staff. • Ensuring a sound Information Technology system within UTDM	<u>FUNCTIONS</u> • Responsible for the entire technical liaison between UTDM National and Provincial Government Departments • Responsible for rendering technical support services to local authorities within the UThukela area, where such needs exist. • Responsible for the approval of the prioritization of projects after technical evaluation • Project administration services including capital budgeting and control of consultants. • Provision of portable water • Provision of sanitation services	<u>FUNCTIONS</u> • Implementing the Financial Regulations • Acting as the direct link between the Council and the Auditor General • Acting as Consultant to Local councils in the region for the administration of projects funded by the Council. • Compiling the annual budget and financial statements • Controlling the bank account and arrangement of transfers between accounts. • Contract management	<u>FUNCTIONS</u> • Prepares the Disaster Management Plan for Council. • Develop and implement social programmes; and • Identify LED opportunities. • Develop the LED Plan. • Source funding for LED projects. • Promote tourism; and • Management of all planning related functions within UTDM. • Ensuring that development occurs in terms of UTDM's Spatial Development Framework. • Ensuring a sound and operational GIS within UTDM. • Ensuring that the WSDP is in place.

• Promote gender equality • Drafting and day-to-day management of the IDP and PMS				• Managing and overseeing any programme linked to the Water Service Authority function such as ISWIP. • Every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, Economical, and sustainable access to water services. • Environmental management • Management of the day to day of the Covid 19 pandemic • Ensuring compliance with all Water Service Authority functions contained in the Water Service Act 108 of 1997 • Ensuring that water service policy including the by-laws and tariffs are in place. • Monitoring and evaluating all Water Service Providers delivering services within the council jurisdiction

3.3.3 ORGANIZATIONAL STRUCTURE / ORGANOGRAM

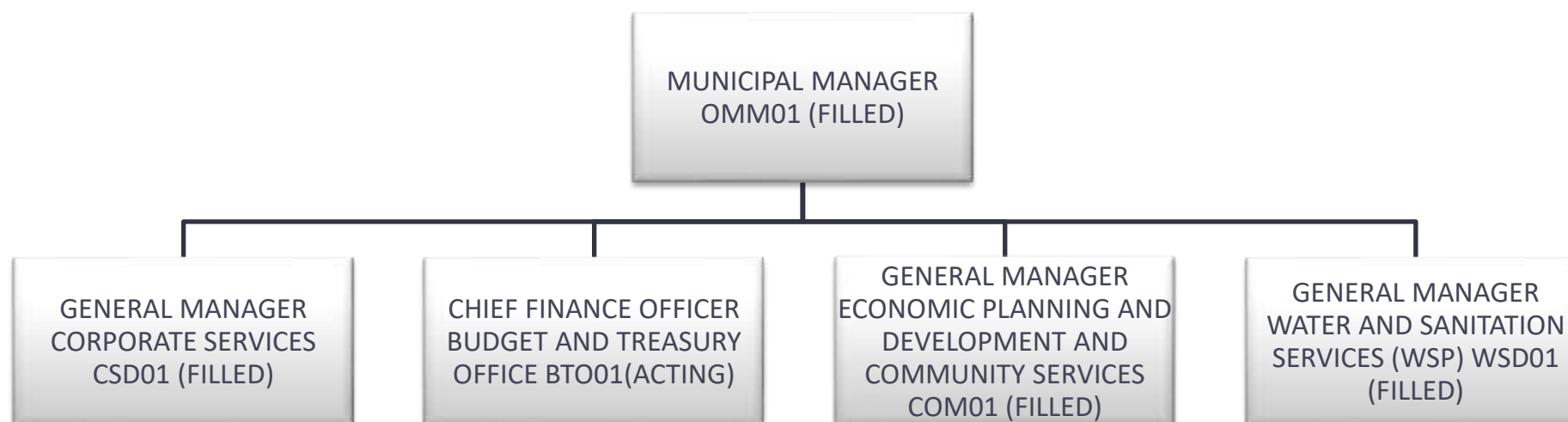
uThukela district municipality organizational structure was adopted by Council on 29 May 2026 to inform the 2026/2027 financial year and it was done to ensure that is aligned to the Powers and Functions assigned to the district municipality and implementation of the IDP. The total number in an organizational structure change from time to time due to several various reasons. The uThukela district municipality labour turnover is as follows:

- Permanent: 751
- Senior Managers: 04 OUT OF 05
- Contracts: 19
- In service trainee: 0
- Interns:23
- EPWP:92

TOTAL = 889

NB: BELOW IS THE MACRO STRUCTURE EXECUTIVE MANAGEMENT THAT SHOWS THE STATUS OF THE POSITIONS.THE FULL APPROVED ORGANIZATIONAL STRUCTURE/ORGANOGRAM OF UTHUKELA DISTRICT MUNICIPALITY IS ATTACHED AS AN ANNEXURE.

3.3.3.1 MACRO STRUCTURE EXECUTIVE MANAGEMENT



3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

3.3.4.1 INSTITUTIONAL CAPACITY

The uThukela district municipality have the institutional capacity to undertake its powers and functions. The district is equipped with well-trained and qualified General Managers that can achieve the municipal set targets. **The vacancy rate is sitting at 29.34 as per the new organogram.** The mission of uThukela district is to reduce it further in the coming financial year by filling in the vacant positions and the recruitment is proceeding.

3.3.4.2 CRITICAL POSTS (MM & SECTION 56 POSTS)

The following table illustrates the status of critical positions in the municipality.

Table 5: Critical Posts

NAME	DEPARTMENT	STATUS	GENDER
LS Jili	Municipal Manager	Filled	Male
O S Mnguni	General Manager: Corporate Services	Filled	Male
B Ndlovu	Chief Finance Officer	Acting	Male
X Mthembu	General Manager: Water, Sanitation and Technical services	Filled	Male
L Motaung	General Manager: Economic planning & development and community services	Filled	Female

SOURCE: UTHUKELA DISTRICT ORGANOGRAM, 2026 AND UTHUKELA DISTRICT HUMAN RESOURCE DEVELOPMENT PLAN)

PROGRESS IN THE FILLING OF THE CFO POST

ACTIVITY	TIMEFRAME
Re- advertised	29 May 2026
Shortlisting	30 June 2026
Interviews	03 July 2026
Appointment	31 July 2026

3.3.5 HUMAN RESOURCE STRATEGY

uThukela district municipality has developed and adopted the human resource strategy; the strategy was approved by Council on the **29 of May 2026**. This strategy is fully aligned to the long-term plans of the uThukela district municipality. On the other hand, the municipality has compiled and adopted the

Human Resource Policies in an enabling spirit and sets out the policy relating to employment within the municipality. These policies are the enabling tool to facilitate human resources management within the municipality. ***The HR strategy to inform 2026/2027 financial year was adopted on the 29 of May 2026.***

In compiling the uThukela District Municipality Human Resource Policies, reference was made to documents such as the Employment Equity Act No.55 of 1998, the Labour Relations Act No.66 of 1995, the Skills Development Act No.97 of 1998, the Municipal Finance Management Act No.56 of 2003, White Paper on Affirmative Action in the Public Service, and the White Paper on Human Resource Management in the Public Service. uThukela district municipality has developed and adopted the following ***HR policies by the 29 May 2026.***

- ⇒ Placement Policy.
- ⇒ Employment policy.
- ⇒ Employment Equity policy.
- ⇒ Leave policy.
- ⇒ Recruitment, Skills Retention and Selection policy.
- ⇒ Permanent employment policy.
- ⇒ Temporal employment policy.
- ⇒ HIV/AIDS policy.
- ⇒ Smoking policy.
- ⇒ Sexual Harassment policy.
- ⇒ In service Training policy.
- ⇒ Communication policy.
- ⇒ Training and Development policy.
- ⇒ S&T policy
- ⇒ Promotion policy
- ⇒ ICT policies

3.3.6 HUMAN RESOURCE PLAN

The planning processes of uThukela district municipality not only define what will be accomplished within a given timeframe, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc. The human resource plan was developed was adopted by Council on the **29 May 2026**. It is important to indicate that the HR Plan is aligned to the municipality's HR strategy and is fully implemented.

3.3.6.1 EMPLOYMENT EQUITY PLAN

In terms of the Employment Equity Act, 1998, it is the duty of uThukela district municipality to consult, draft and implement the Employment Equity Plan to achieve equity in the workplace. uThukela district municipality has developed and adopted the Employment Equity Plan that is promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.

The Employment Equity Plan of uThukela district municipality was initially prepared and adopted by Council on the 1st of October 2015. In 2018, *the municipality reviewed the plan, and the reviewed plan was adopted on the 29 May 2026.*

In drafting the Employment Equity Plan all the relevant stakeholders were involved, including the Local Labour Forum. One of the objectives of the Plan is to focus on the development of present staff and an affirmative action programme aimed at specifically addressing the training and advancement needs of previously disadvantaged groups.

3.3.6.2 WORK SKILLS PLAN

Skills planning are central to the improvement of the overall skills level of the municipal officials as well as the unemployed in the uThukela district municipality. The municipality identifies what skills are required and develops strategies, tasks, and schedules to ensure that we build those skills to deliver on our Integrated Development Plan strategic objectives.

uThukela district municipality does comply with Skills Development Act. The district has developed and implemented a workplace skills development plan to enhance the skills of the staff and thereby improve their competencies. The Workplace Skills Plan is developed on an annual basis and adopted by the Council. After adoption, it is then submitted to LGSETA for accessing funds. uThukela workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills required and identified positive ways of addressing them.

*During the financial year 2024/2025, the municipality has offered **20 employees** bursaries through LGSETA Mandatory Grant. No new learnership was received by the municipality. With assistance from the Department of Arts and culture a total of **02 employees were trained on the Registry Management Course**. SALGA has introduced the Leadership Village, which is offered to Councilors on an online platform 07 Councilors have enrolled. The municipality has placed a total number of 20 graduates; the breakdown is as follows:*

04 are placed in Technical Services department, 07 are placed in Finance department and funded by National Treasury through Financial Management Grant and lastly 09 graduates are placed by SaCGRA and funded by BankSeta **municipality during the 2023/2024 financial year**. During the current financial year, the Department of Cooperative Governance and Traditional Affairs, in partnership with the National School of Government, offered the municipal employees funded programmes which were offered online, a total number of 20 enrolled in various courses.

3.3.6.3 RECRUITMENT AND SELECTION POLICY

The municipality developed and adopted the Recruitment and Selection Policy by **29 May 2026**. The policies are both being implemented. Recruitment and selection in the municipality is done according to the documented municipal policy.

The recruitment policy highlights that all posts shall be analysed to determine realistic person and post requirements that meet the needs of the job, and which do not privilege people with higher qualifications than those needed for the position. The selection policy emphasises that first preference will be given to the best candidate as per the interview results regardless of whether the applicant is internal or external.

3.3.6.4 RETENTION AND EXIT POLICY

The municipality has developed a Retention Policy and Exit Policy. Both the Retention and Exit policies were adopted by **29 May 2026** and are under implementation.

The retention policy of uThukela district municipality operates within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management

The Exit policy of uThukela district municipality ensures that all matters between the Municipality and the employee are suitably finalised when the employee's employment ends. These procedures are to be followed whenever employees cease employment with the Municipality. The policy aims to achieve the following outcomes: All the relevant role players are informed of the procedures, which follow the decision to terminate employment. One of the outcomes that this policy aims to achieve is that employees leaving the municipality are informed of and formally acknowledge their on-going obligations regarding confidentiality and intellectual property rights.

3.3.6.5 ICT GOVERNANCE FRAMEWORK

The municipality reviewed and ***adopted the ICT Governance Framework on the 29 May 2026***. The framework is in the implementation stage. The purpose of uThukela district municipality ICT Governance Framework is to institutionalize the governance ICT as an integral part of corporate governance within the Institution. The uThukela district municipality's Information and Communication Technology (ICT) is playing an ever-increasing role as a strategic enabler of public service delivery.

The uThukela district municipality is implemented this policy by ensuring that all ICT operations within the municipality are guided by this policy. The ICT Governance framework does the following:

- Aligns ICT with the Institutional strategy.
- Integrates structural requirements.
- Integrates business and technology for ICT value.
- Provides a mechanism for understanding the use and opportunities for ICT.

INFORMATION TECHNOLOGY STRATEGY AND 5-YEAR PLAN

The plan identifies the Information Communication Technology vision, supporting strategies, and guiding principles to meet uThukela district municipality's business needs and support long-term strategies. The 5-year plan aims to ensure that Council do not suffer from having to use out-dated technologies by implementing a strategy of continual replacement of old, the uThukela information technology strategy and 5-year plan is also listing projects and programmes with cost estimates. The comprehensive uThukela information technology strategy and 5-year plan is aligned to the municipal IDP. ***The plan is attached as annexure***

3.3.6.6 HUMAN RESOURCE CAPACITY FOR ENVIRONMENTAL MANAGEMENT

uThukela district municipality has a capacity to perform the environmental management in form of a fully-fledged Environmental management and planning unit that is situated in the Community services department, and the municipality is also receiving assistance from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs &, Rural Development) to supplement the municipal capacity. The municipality has appointed a designated waste management officer to comply with the requirements of the Waste Act & Air Quality Act.

The role of the waste management officer is to coordinate & account on matters pertained to waste management whilst air quality management accounts on air quality management matters.

3.3.7 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT KEY CHALLENGES

A challenge is something new and difficult which requires great effort and determination. The new government's first challenge is the economy. Considering the current economic climate and global recession, substantial strides have been made to address the key development challenges in the municipality. There is, however, some distance to go towards addressing the following challenges.

Municipal Transformation & Organizational Development Key Challenges

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	
KEY CHALLENGES	
	◆ Shortage of skilled staff to perform certain functions: The municipality faces a critical vacancy rate in technical and specialized roles. Technical Deficit: A lack of registered professional engineers and project managers has resulted in a reliance on external service providers, escalating operational costs. Retention Issues: UDM acts as a "training ground" where staff gain experience and then migrate to larger metros or the private sector due to the current instability of the district. Consequence: Delayed implementation of Capital Infrastructure Projects (MIG grants) and poor water service maintenance. ◆ Poor condition of municipal buildings and other facilities versus budget constrains: The "unfunded" status of the municipal budget remains the primary barrier to facility management. Facility Degradation: Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. Financial Constraint: With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. Operational Impact: Frequent equipment breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce. ◆ Low staff morale: The "unfunded" status of the municipal budget remains the primary barrier to facility management. Facility Degradation: Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. Financial Constraint: With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. Operational Impact: Frequent equipment

breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce.

- ♦ Systems and procedures: The Auditor-General's reports consistently highlight weaknesses in internal control environments. **Lack of SOPs:** The absence of formalized Standard Operating Procedures (SOPs) across departments leads to inconsistent decision-making and procedural unfairness. **Manual Processes:** Dependence on manual systems for leave management and overtime tracking increases the risk of "fruitless and wasteful expenditure." **Compliance Gaps:** Failure to strictly adhere to the Local Government: Municipal Systems Act and MFMA regulations regarding consequence management remains a high-risk area.

3.3.8 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

Municipal Transformation & Organizational Development SWOT Analysis

Strengths	Threats
♦ Provincial Support in the form of grants and capacity building ♦ Approved organogram indicating re-alignment of functions. ♦ Efficient financial and information management system. ♦ Incorporation of critical positions in the budget ♦ Adopted of the Equity plan and WSP	♦ Constant changes in legislation and national policies. ♦ Changes in the formula for the allocation of government grants including equitable share
Opportunities	Weaknesses
♦ Local Government support from COGTA. ♦ Signed MOU with EThekweni emphasising support initiatives. ♦ Technical support offered by COGTA(MISA)	♦ Shortage of skilled staff to perform certain functions. ♦ Low staff morale

3.4 BASIC SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

This KPA is aligned to Water, Sanitation, and technical department of uThukela district municipality. ***uThukela district municipality is the Water Service Authority (WSA)***. The core mandate of uThukela district municipality is the provision of water and sanitation services. The primary objective is to extend portable water and sanitation services throughout the district by eliminating the backlogs and to maintain and ensure sustainability of the existing water and sanitation infrastructure.

The statistics SA CENSUS 2022 indicates that more people have access to drinkable water, comparing the statistics SA CENSUS 2011. According to the 2022 statistics results, there's an indication that there is a high incline from 83 344 to 111 501 schemes providing water to people.

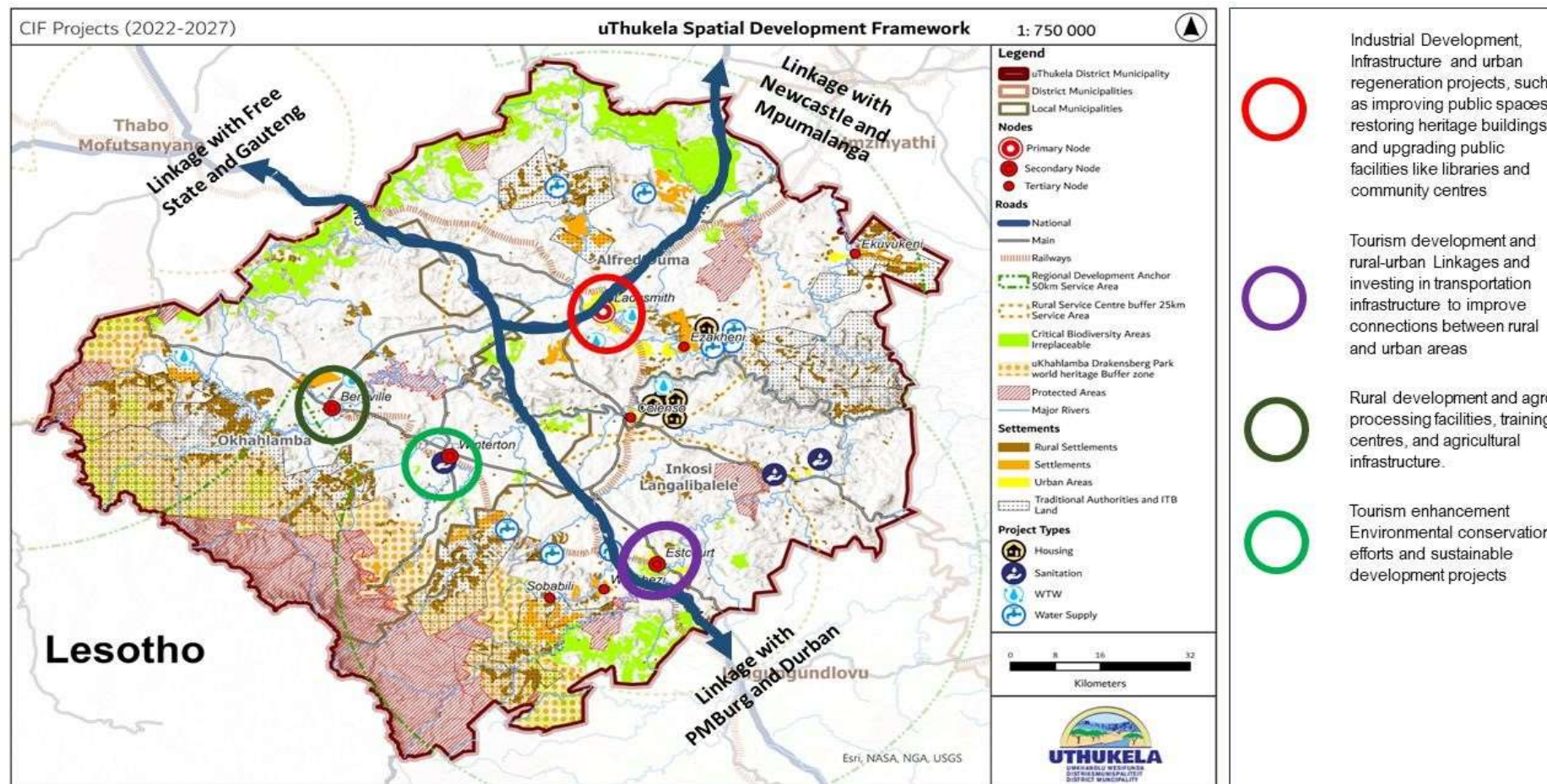
3.4.1 WATER AND SANITATION

The core function of uThukela district municipality is the provision of ***water*** and ***sanitation*** services. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.

The first map below shows water and sanitation (capital projects) that was planned and implemented in the 2024/2025 financial year.

Whereas the second map below shows water and sanitation (capital projects) that are planned to be implemented in the 2025/2026-2026/2027 financial years.

Capital investment framework for 2024-2027(SOURCE; UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2025)



SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2025

3.4.1.1 OPERATIONAL AND MAINTANANCE PLAN FOR WATER AND SANITATION

Generally, water and sanitation projects experience their most serious problems with operation and maintenance and with cost recovery aspects. Hundreds of projects around the world demonstrate how the newly built infrastructure deteriorates after the project's termination. Therefore, it is imperative to plan for operation and maintenance, with a planned withdrawal of external support as local ownership builds.

uThukela district municipality as a Water Service Authority have developed the Operational and Maintenance(O&M) Plan for 2026/2027 and was adopted in the Council sitting of the **29 May 2026**, this plan is under implementation.

The water services authority conducts inspections, provides reports and the technical department attends to reported challenges. Refurbishment projects are aligned to attend to infrastructure needs. The maintenance plans for WTW & WWTW are continuously implemented.

The uThukela district municipality O & M plan refers to all the activities needed to run a water supply and sanitation scheme, except for the construction of new facilities. The overall aim of the uThukela district municipal operational maintenance (O&M) plan is to ensure efficiency, effectiveness and sustainability of water and sanitation facilities in the uThukela family of municipalities. The following are some of the advantages of the uThukela district municipality operational and maintenance (O&M) Plan:

- O&M activities ensure that the project is sustainable in a long-term
- O&M allow for the correct provision of services and benefit of end-users.
- O&M prevent the systems to collapse creating environmental and health hazards.
- Community is involved in O&M

3.4.1.2 THE OPERATIONS AND MAINTENANCE REVIEW REPORT

The uThukela district municipality and its family of municipalities provide top management with an opportunity to evaluate the continuing suitability, adequacy and effectiveness of the assets, asset management and asset management system. ***This report was approved concurrently with the budget of the municipality on the 29 May 2026.*** The above-mentioned report of the municipality includes the following:

a) Achievement of the Operations and Maintenance (O&M) objectives.

- b) O&M performance in terms of the pre-determined performance measures.
- c) Review of the O&M risks as documented in the Risk Register.
- d) The Accounting Officer of the facility or network should review and sign off the Review Report

3.4.1.3 STATUS OF WATER SERVICES

Within the uThukela District Municipality, fifteen (15) Drinking water Supply Systems and eighty-two (82) DWS IRIS (Integrated Regulatory Information System) registered drinking water sampling points were monitored. As stipulated in SANS- 241:2015, based on the minimum monitoring frequency and the population served a minimum number of 122 samples must be taken monthly. From 1 July 2024 to 28 February 2025, 932 potable water samples were achieved, thus not complying to SANS Requirements due to logistical challenges experienced within the uThukela Internal Laboratory.

According to the Department of Water and Sanitation's General Wastewater Discharge Limits, a minimum of 36 samples must be taken monthly. From 1 July 2024 to 28 February 2025, 249 Wastewater samples were achieved. Samples were taken from nine (9) Wastewater Treatment Plants located within the uThukela District Municipality. Over a period of eight (08) months, Chemical, Physical and Microbiological analysis were conducted. Results obtained from the uThukela Internal Laboratory were transmuted to DWS IRIS.

As per SANS-241:2015 specifications, analysis was done to ensure that the water that is supplied to the public, as a basic service, is suitable for human consumption.

The overall microbiological compliance rate for the uThukela District Municipality as generated by IRIS, has reduced from 96.00% to 78.64% (8 months' data) from the previous year.

Further improvements to be made is to fast track the Accreditation process of the uThukela Internal Laboratory.

The performance of the uThukela District Municipality's fifteen (15) Water Treatment Works and nine (9) Wastewater Treatment Works are evaluated according to the DWS Blue Drop and Green Drop criteria. Both the Blue Drop and Green Drop Status scores for uThukela District Municipality are low. In 2021, DWS reinstated the GDS and BDS Assessments. The UTDM Green Drop Assessment was conducted by DWS on the 20th of September 2021. In this assessment, uThukela District Municipality (UTDM) obtained a Green Drop Score of 46.0% which was a significant improvement from the 2013 Green Drop Score of 26.66%. During the last Blue Drop assessment, which was conducted on 17-19

January 2023, the UTDM obtained a score of 50.42% which was also a significant improvement from the 2014 Blue Drop score of 34.50%.

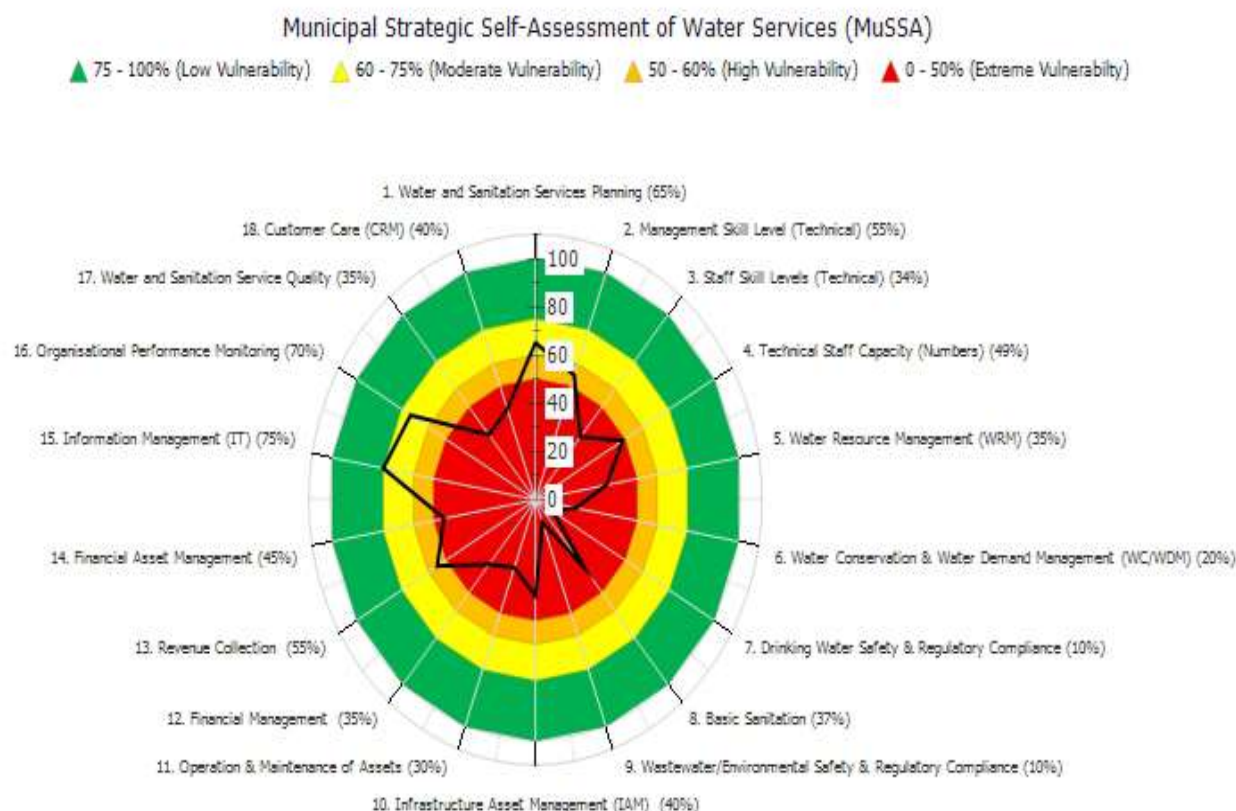
The final moderated results were published in the Green Drop Handbook which was released in May 2022. The uThukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players, namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

3.4.1.4 SURVEY OF WATER SERVICES VULNERABILITIES ASSESSMENT YEAR: 2023 MUNICIPAL STRATEGIC SELF-ASSESSMENT (MUSSA): UTHUKELA

Prioritising What Has to be done to Enable Effective Water Services Delivery

The Department of Water and Sanitation has overseen the annual use of the MuSSA to survey and assess the overall “business health” of a Municipality when fulfilling its water services function. The MuSSA asks senior municipal financial and technical managers 5 clear and relatively simple “essence” questions that cover 18 key business health attributes and thereby generates key strategic flags (as opposed to deep technical detail, which is captured elsewhere). Responses to the questions are reflected in your MuSSA Spider Diagram below, which illustrates the vulnerability levels across key service areas/business attributes.



Source: Mussa 2025

Top area/s of vulnerability of concern to the Department are:

1. Infrastructure Asset Management (IAM) (40.0%)
2. Operation & Maintenance of Assets (30.0%)
3. Financial Management (35.0%)
4. Revenue Collection (55.0%)
5. Financial Asset Management (45.0%)
6. Water and Sanitation Service Quality (35.0%)
7. Customer Care (CRM) (40.0%)
8. Management Skill Level (Technical) (55.0%)
9. Staff Skill Levels (Technical) (34.0%)
10. Technical Staff Capacity (Numbers) (49.0%)
11. Water Resource Management (WRM) (35.0%)
12. Water Conservation & Water Demand Management (WC/WDM) (20.0%)
13. Drinking Water Safety & Regulatory Compliance (10.0%)
14. Basic Sanitation (37.0%)
15. Wastewater/Environmental Safety & Regulatory Compliance (10.0%)

How to address MuSSA vulnerability findings

The Department of Water and Sanitation (DWS) and the South African Local Government Association (SALGA) recommend the adoption of “a start-to-finish management approach” (i.e. a “Plan-Do-Check-Act” framework) and has developed a structured Municipal Priority Action Planning (MPAP) process to support such. The MPAP comprises the following four parts:

- Step 1. Analyse the current situation via the MuSSA, whereby both the WSA and Regional DWS jointly prioritise where the WSA needs to improve and set associated targets.
- Step 2. Determine the approaches on how to achieve the desired improvements.
- Step 3. Set Actions to achieve these improvements and targets.
- Step 4. Monitor, Evaluate and Communicate progress (including updating the MuSSA), by both the WSA and DWS regional office.

The MuSSA and MPAP are planning tools and form integral components of support for the Water Services Development Plan (WSDP) process at a strategic level. In so doing the MuSSA and MPAP will also guide the DWS Master Planning process and subsequent Feasibility Studies to be undertaken.

Inclusion of the MuSSA and MPAP within the WSDP processes ensures that the WSDP (which informs the IDP) will include an appropriate and supported allocation of resources to systematically address the prioritized vulnerabilities. This will in turn lead to an improvement to the overall water services business health of the WSA.

3.4.1.5 THE STATUS OF DROUGHT IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

It is important for the municipality report on the update on the impact of drought experienced by the KZN province particularly in uThukela district municipality and its family of municipalities. The Premier in consultation with other MEC's declared the province of Kwazulu Natal a disaster area in respect of drought in January 2015. This was in line with the legislation (Disaster Management Act 57 of 2002). It must be noted that the drought has never been fully eradicated and currently uThukela district is experiencing severe water shortages.

Alfred Duma Local Municipality

The operation of the water treatment works at or supplied with raw water from Oliphantskop Dam, which had silted up, and the storage capacity reduced to 12%. This will result in a shutdown in the next coming days. The direct impact of the non-operation of the plant is that; communities that were

supplied by a minimum of 6ML/day are without piped water at the time of compiling the report and the situation has been so for a period of two weeks.

The Ladysmith Treatment Works extract water from the Klip River; the flow in this river currently does not exist hence the two raw water pumps have been switched off. Normally the treatment works in Ladysmith receive a total of +-31 000 000 L/d i.e., 750 000 L/d from Spieonkop Dam and 541 000 L/d from the Klip River; it therefore means that the raw water supply is 40% less than normal. The 40% will be the higher lying areas of Ladysmith namely Golf Course, Observation Hill, Hyde Park, Mkhamba Gardens, Model Kloof, Limit Hill and Danskraal Industries, Steadville (parts), St Chads (until the new Clinic) and Roosboom.

Driefontein block is supplied from boreholes/underground water; the areas benefiting from this source are currently without water. The raw water abstraction point Embizeni/Ezakheni plant is designed to produce 34 000 000 L/d however now, it is producing 52 800 000 L/d.

Okhahlamba Local Municipality

The abstraction challenge experienced at the Bergville treatment works, wherein water was pushing away from the suction line. Okhahlamba has 4 water treatment works namely Bergville WTW, Winterton, Zwelisha/Moyeni and Langkloof which the latter still has reasonable raw water however the current pump has no spares as it was discontinued therefore awaiting a new submersible pump. The Zwelisha Treatment Works is where a challenge of raw water shortage is experienced, especially when a farmer in proximity is irrigating the crops. The farmer sources his irrigation water above our abstraction within a canal controlled by a public member. As and when challenge/shortages arise the incumbent goes and request the farmer to change irrigation configurations. It must be noted that four water tankers service the entire Bergville area. Of the 13 existing boreholes, five are not in use, two are undergoing repairs, and two more have electrical undergoing repairs with six non-functioning.

Inkosi Langalibalele Local Municipality

The existing extraction point for the treatment works is at Injisuthi River; this abstraction always gives challenges in winter months. The situation is aggravated with the drought (lack of normal rainfalls) experienced currently. The abstraction is generally supplemented by the spring that fills two concrete dams; these dams dried out in the month of May 2015. Yields in most boreholes have decreased by a minimum of 15% per day and the pumping time has been reduced to protect the pumps.

3.4.1.6 HOW THE MUNICIPALITY IS RESPONDING TO DRAUGHT

The proposed interventions amounted to: R63 727 000.00 as phase one with the following scope of works: To Refurbish 145 boreholes (hand pumps), drill and equip 12 new production boreholes, drill and equip 60 new boreholes hand pumps, service 134 661 households with water tankers (3 months' duration), protect and supply water storage to 11 springs, supply 697 static tanks and erect 1 package plant.

The progress achieved to date is as follows:

- 70 static tanks (5kl) have been delivered and distributed in Alfred Duma Local Municipality.
- Refurbishment and upgrade of WTW at Alfred Duma and Okhahlamba local municipalities.
- 4x drilling of boreholes and pump testing (Emamfemfetheni)
- Drilled and equipped 2 production boreholes at Emmaus.
- 2 Static 200kl tanks
- Refurbishment of hand pumps
- Rand Water R10 M
 - 45 Drilling and equipping hand pumps
 - 5 x elevated static tanks 500kl and -5x production boreholes.

3.4.1.7 WATER QUALITY MANAGEMENT –BLUE DROP AND GREEN DROP

Within the uThukela District Municipality, fifteen (15) Drinking water Supply Systems and eighty-two (82) DWS IRIS (Integrated Regulatory Information System) registered drinking water sampling points were monitored. As stipulated in SANS- 241:2015, based on the minimum monitoring frequency and the population served a minimum number of 122 samples must be taken monthly. From 1 July 2024 to 28 February 2025, 932 potable water samples were achieved, thus not complying to SANS Requirements due to logistical challenges experienced within the uThukela Internal Laboratory.

According to the Department of Water and Sanitation's General Wastewater Discharge Limits, a minimum of 36 samples must be taken monthly. From 1 July 2024 to 28 February 2025, 249 Wastewater samples were achieved. Samples were taken from nine (9) Wastewater Treatment Plants located within the uThukela District Municipality. Over a period of eight (08) months, Chemical, Physical and Microbiological analysis were conducted. Results obtained from the uThukela Internal Laboratory were transmuted to DWS IRIS.

As per SANS-241:2015 specifications, analysis was done to ensure that the water that is supplied to the public, as a basic service, is suitable for human consumption.

The overall microbiological compliance rate for the uThukela District Municipality as generated by IRIS, has reduced from 96.00% to 78.64% (8 months' data) from the previous year.

Further improvements to be made is to fast track the Accreditation process of the uThukela Internal Laboratory.

The performance of the uThukela District Municipality's fifteen (15) Water Treatment Works and nine (9) Wastewater Treatment Works are evaluated according to the DWS Blue Drop and Green Drop criteria. Both the Blue Drop and Green Drop Status scores for uThukela District Municipality are low. In 2021, DWS reinstated the GDS and BDS Assessments. The UTDM Green Drop Assessment was conducted by DWS on the 20th of September 2021. In this assessment, uThukela District Municipality (UTDM) obtained a Green Drop Score of 46.0% which was a significant improvement from the 2013 Green Drop Score of 26.66%. During the last Blue Drop assessment, which was conducted on 17-19 January 2023, the UTDM obtained a score of 50.42% which was also a significant improvement from the 2014 Blue Drop score of 34.50%.

The final moderated results were published in the Green Drop Handbook which was released in May 2022. The uThukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players, namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

3.4.1.8 WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority, uThukela district municipality has developed and adopted the Water Services Development Plan (WSDP). This plan was prepared in accordance with the Department of Water Affairs and (DWA) preparation guide. **The WSDP was reviewed and adopted on 25 November 2022.** It is important to mention that the WSDP is a five-year document that guides the provision of water and sanitation services and informs the integrated development plan, was reviewed internally in March 2025. The process plan for the review and update was as follows: -

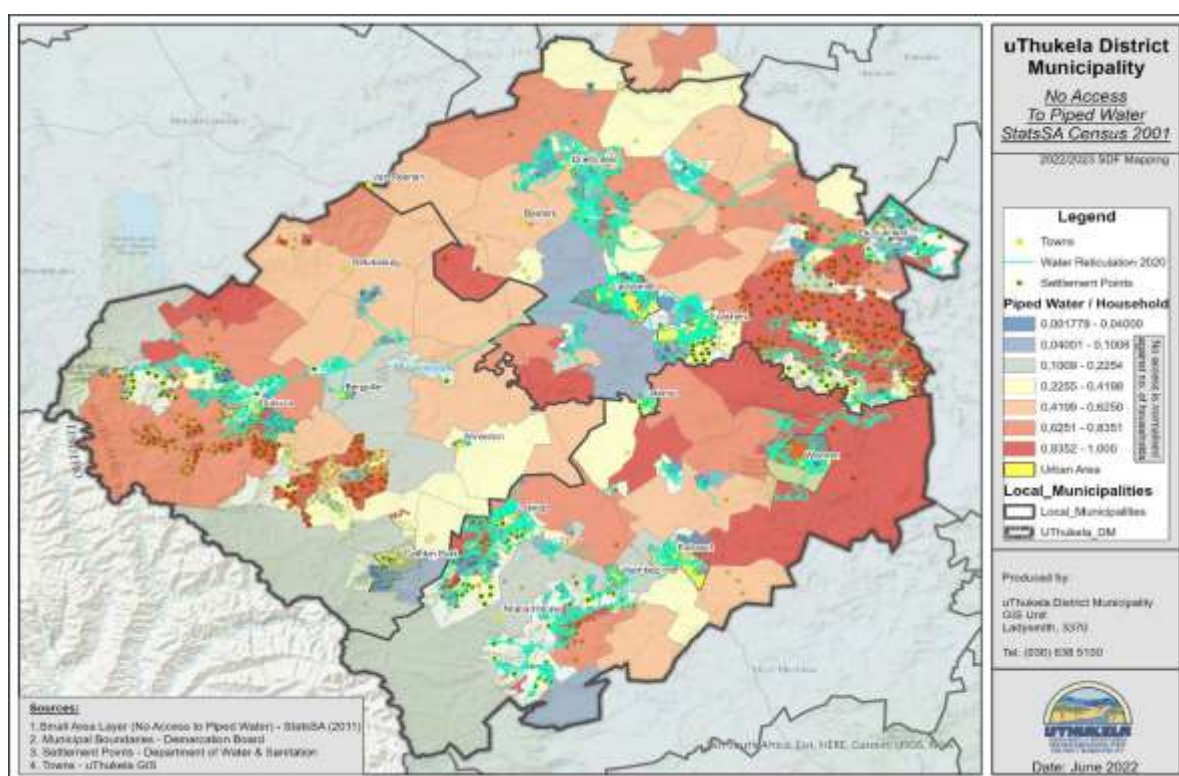
According to the recently adopted WSDP, the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, LittleTugela or Bushmans. Council has also resolved a free basic water concept, to help the plight of indigent persons with lower levels of services. In rural areas, free water is supplied to communities, under a policy of free communal water provision.

The district strategies on water conservation and demand management are a priority and started implementing it. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP), the DM is assisted to attain the necessary capacity to perform these WSA functions. Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown. The DWS has conducted training on WSDP with the municipal officials and the training was held on the 18 February 2026.

The link to the uThukela DM. WSDP is as follows: Link: <http://ws.dwa.gov.za/wdsp/login>

3.4.1.9 WATER BACKLOGS

Water supply backlog as at the end of December 2016 was 17%. This translates that 26205 households do not have access to safe water supply and 132069 households have access to water supply in uThukela district municipality. ***The map below displays the areas that have access to portable water and those that do not have access to portable water.***



SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2025

Table 6: Status of Water Supply Backlog per local municipality

Province, district and local municipality	MIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use					
			2011			2022		
			Regional/local water scheme	Other	Total	Regional/local water scheme	Other	Total
Kwazulu Natal			1 817 452	721 884	2 539 336	2 229 981	623 760	2 853 741
Uthukela	C2	66,90%	83 344	63 799	147 143	111 501	60 695	172 197
KZN235 : Okhahlamba	B4	80,10%	8 666	18 909	27 575	14 148	14 947	29 095
KZN237 : Inkosi Langalibalele	B3	38,70%	19 177	22 440	41 617	27 377	21 039	48 416
KZN238 : Alfred Duma	B2	34,00%	55 501	22 450	77 951	69 976	24 709	94 685

Source:(STATS SA CENSUS, 2011 AND 20)

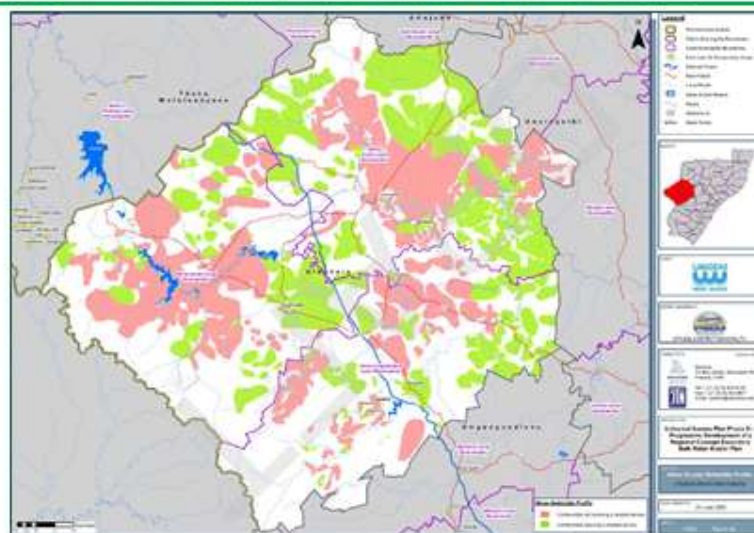
The table above show a significant climb in schemes of water indicating that more people have access to drinkable water, **comparing the STATS from CENSUS 2011 and 2022 there's an indication that there a high incline from 83 344 to 111 501 schemes providing water to people.**

The following map shows the water reliability profile that was done by Umgeni in their water UAP III study (2020).

The uThukela water reliability profile was compiled based on the following categories:

Water Reliability Profile

- Communities receiving a reliable service
- Communities not receiving a reliable service due to having no access to any water supply infrastructure
- Communities not receiving a reliable service due to a need for infrastructure requirements (upgrades)
- Communities not receiving a reliable service due to a need for water security requirements (resource problems)

UTDM – WATER RELIABILITY PROFILE

➤ Umgeni Water UAP III Study (2020) compiled water reliability profile maps based on four (4)* categories as follows:

- Water Reliability Profile**
- Communities receiving a reliable service
 - Communities not receiving a reliable service due to having no access to any water supply infrastructure
 - Communities not receiving a reliable service due to a need for infrastructure requirements (upgrades)
 - Communities not receiving a reliable service due to a need for water security requirements (resource problems)

SOURCE: UMNGENI WATER UAP, 2020

3.4.1.10 WATER NEEDS AND PRIORITIES

Access to water is a major challenge within uThukela District Municipality. The water needs and priorities in the uThukela district municipality are highlighted in the following areas:

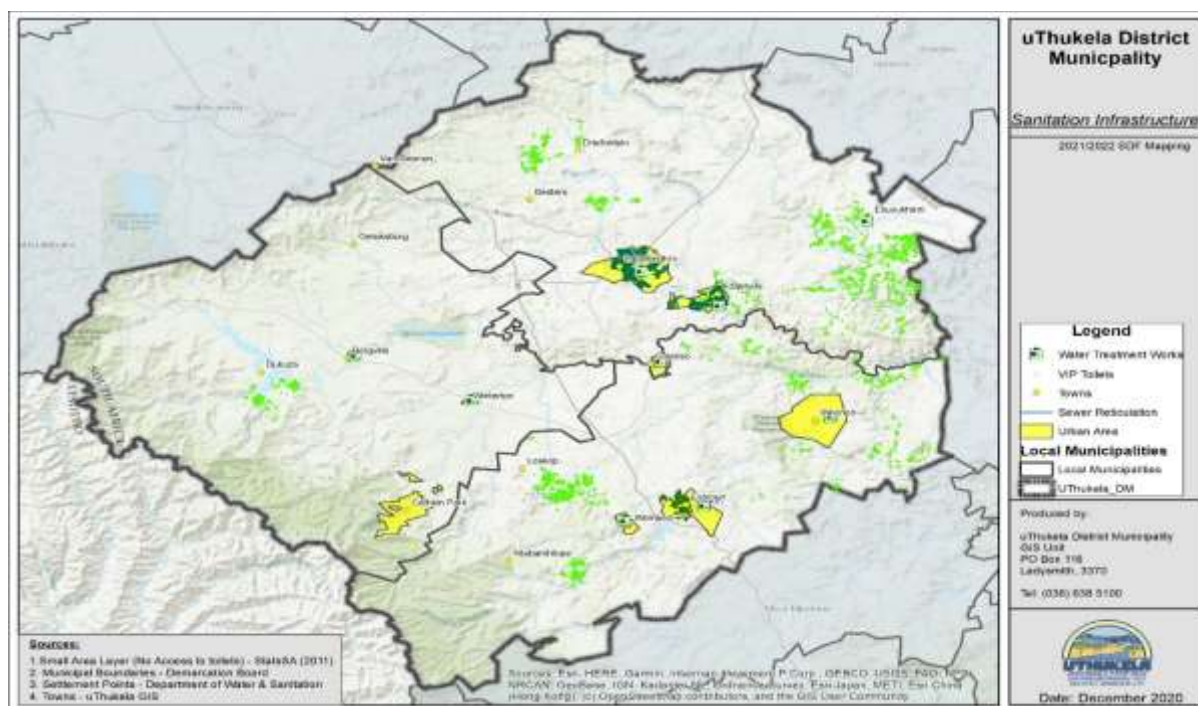
- Mhlumayo and Sahlumbe;
- Pepsworth and Elandslaagte;
- Frere and Cornsfield;
- Cathedral Peak; and
- Loskop.

These areas have between 1001 – 1800 households that lack access to adequate water supply. This is followed by several areas that have between 501 – 1000 households that lack access to water. These areas are mainly found around the rural areas that surround Bergville.

3.4.1.11 STATUS OF SANITATION

Sanitation is one of the core functions of uThukela district municipality. In the 2020/2021 financial year, 6 504 new households were provided with appropriate sanitation services in form of VIP Latrines. During the implementation of sanitation projects, 5 298 local community people were employed for the duration of the projects and some of them were empowered with new skills such as building and project management. It is proper to say that in the whole of uThukela, there are no bucket systems as it is stated in the 2022 statistics.

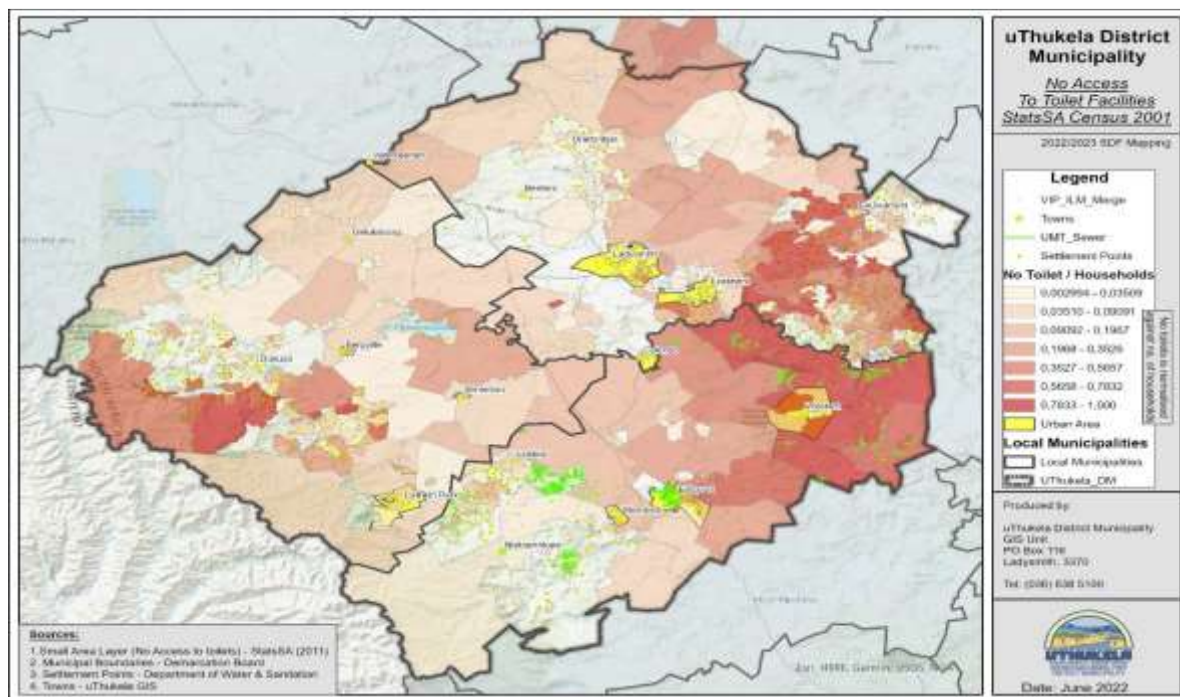
The following map shows the sanitation infrastructure in the uThukela and its family of municipalities:



SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2020

3.4.1.12 SANITATION BACKLOG

There are several rural areas that lack access to appropriate sanitation facilities. The appropriate sanitation services backlog as at the end of December 2019 was 18%. This translates that 28829 households do not have appropriate sanitation services. **The following map replicates the areas with no access to sanitation:**



SOURCE:UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2022

Table 7: Sanitation Backlog

	Toilet facilities							
	2011				2022			
Province, district and local municipality	Flush toilet	Other	None	Total	Flush toilet	Other	None	Total
KwaZulu Natal	1 143 624	1 236 642	159 070	2 539 336	1 679 677	1 121 222	52 842	2 853 741
Uthukela District	49 906	84 901	12 335	147 142	80 015	88 991	3 191	172 197
Okhahlamba	3 240	21 467	2 867	27 574	7 605	20 665	826	29 095
Inkisi Langalibalele	10 391	27 193	4 033	41 617	16 099	30 912	1 405	48 416
Alfred Duma	36 275	36 241	5 435	77 951	56 311	37 414	960	94 685

Source: STATS SA CENSUS, 2011 AND 2022

The table above has clearly shown that from 2011 to 2022 there has been a great decline in people without proper sanitation systems from 12 335 in 2011 to 3191 in 2022 and the number of people with access to proper sanitation have increased from 49 906 in 2011 to 80 015 in 2022. This indicates that there is great improvement in terms of service delivery on the number of *other (VIP toilets and other services)* **has also increased from 84 901 in 2011 to 88 991 in 2022**, this indicate that the number of VIP toilets in the dispersed areas are increasing, and uThukela District has developed a new method of a double pit VIP toilet which seems more sufficient than the single pit VIP toilet.

3.4.1.13 SANITATION NEEDS AND PRIORITIES

Concerning sanitation needs, uThukela district municipality will spend most of its resources in areas such as Mhlumayo and Weenen. Each one of these areas has 1001 – 1300 households that lack access to sanitation facilities. The other areas that experience a level of hardship are Sahlumbe, Frere & Cornfield and Injisuthi Area. These areas have between 501 – 1000 households without sanitation.

3.4.1.14 COORDINATION OF WATER AND SANITATION BETWEEN DEPARTMENTS

Department of Water and sanitation (DWS), Department of Human Settlements, local municipalities and uThukela district municipality coordinates water and sanitation.

3.4.1.15 ASSET MANAGEMENT PLAN FOR WATER AND SANITATION INFRASTRUCTURE

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance and materially extend its useful life (which may be a full or partial extension of life – i.e., less than its original expected useful life). The plan is supported by resources such as financial to ensure its feasibility. uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan.

The Asset Management plan was presented to Council for adoption on the 29 May 2026.

3.4.1.16 THE INFRASTRUCTURE PROCUREMENT STRATEGY

The Infrastructure Procurement Strategy for water and sanitation that was presented to Council for adoption on the **29 May 2026** includes a list of programmes and projects covering the prescribed planning period and include the following minimum contents:

- a) Delivery Plan.
- b) Contracting Arrangement
- c) Procurement Arrangements.

It is important to emphasise that uThukela district municipality is a WSA and ***the Infrastructure Procurement Strategy for water and sanitation was approved on the 29 May 2026.***

3.4.1.17 INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN FOR WATER AND SANITATION

The uThukela Infrastructure Program Management Plan for water and sanitation stipulate how the municipal infrastructure programme will be implemented, monitored, and controlled over the planned Medium-Term Expenditure Framework (MTEF) period and in the case of uThukela district municipality, the focus was more on water and sanitation as a core function. ***Infrastructure Program Management Plan for water and sanitation was presented to Council for adoption concurrently with the IDP and the budget on the 29 May 2026.***

3.4.1.18 THE END OF YEAR REPORT

The annual report that was adopted by the municipality is consistent and aligned to the Infrastructure Programme Management Plan (IPMP). The report specifies the:

- a) Progress made by the end of financial year by Programmes against the objectives and outcomes.
- b) Past financial and non-financial performance of the infrastructure delivery of the Department.
- c) Impact that the previous year's performance will have on planning and implement on the next and subsequent year's delivery.
- d) Monitoring of key competencies deployed to track and report on progress.
- e) Risks on Programme and Project Management levels.
- f) Overall management of the Programme.
- g) Organisation capability and individual capacity to manage infrastructure".

The End year report was approved together with the integrated development plan and the Budget of the municipality on the 29 May 2026.

3.4.1.19 REVIEWED ASSET REGISTER FOR WATER AND SANITATION INFRASTRUCTURE

Assets management is given serious attention that it deserves to improve it is prioritised and ensure that the council's assets are managed properly. Asset register for water and sanitation is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

The Updated Asset Register is for a Facility or Infrastructure Asset Network. The Updated Asset Register is an "updated record of infrastructure asset information and data attributes and is required

preferable quarterly, but at a minimum annually. These updates are required on completion of work carried out on the infrastructure assets i.e., acquisition, construction, renewal, maintenance, and disposal. The uThukela asset register for water and sanitation is reviewed on annual basis. ***The register was approved on the 29 May 2026.***

3.4.1.20 THE SERVICE DELIVERY NEEDS OF FARM DWELLERS

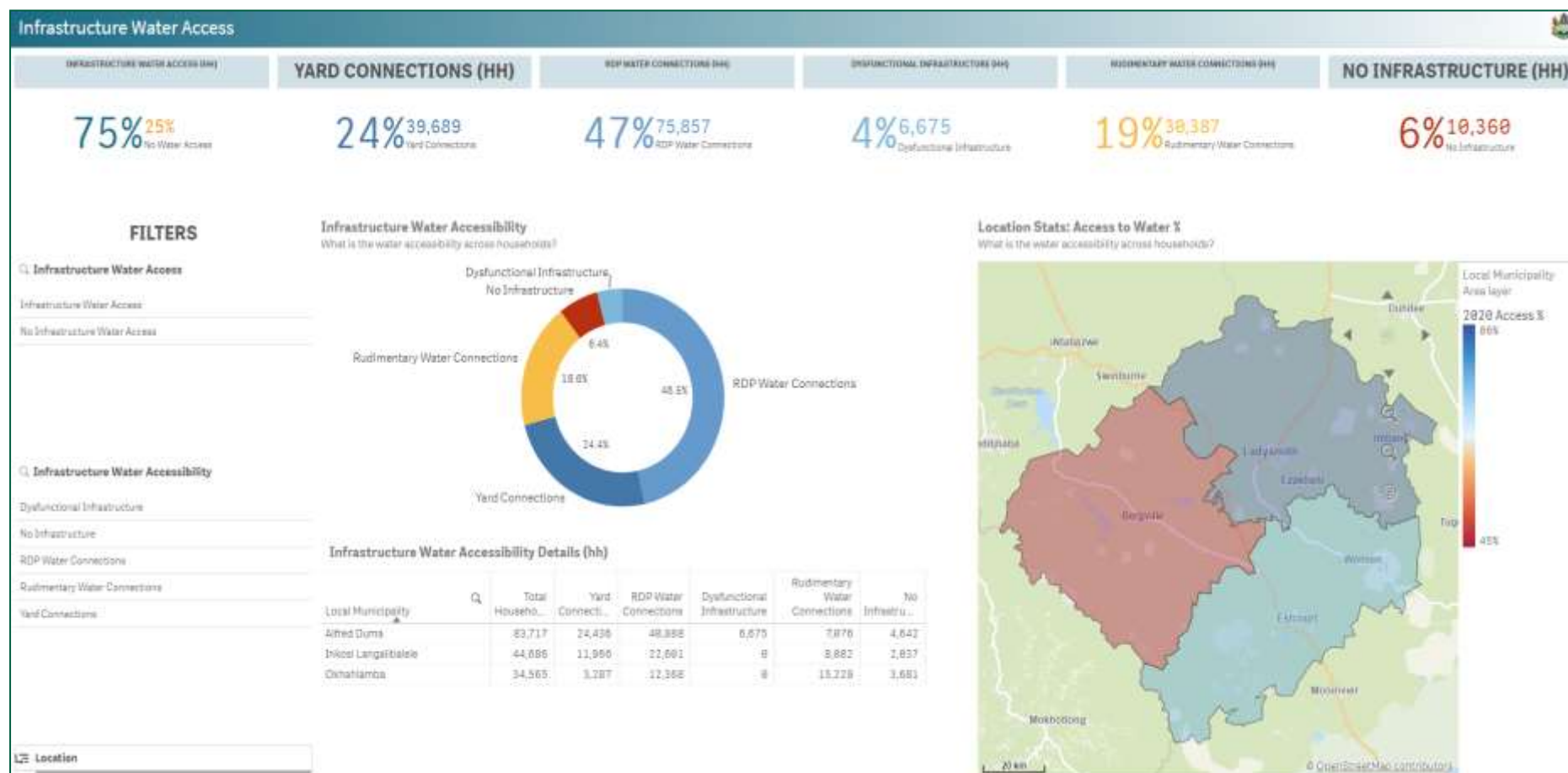
Farm dwellers within the uThukela district municipality and its family of municipalities are one of the municipality's stakeholders. They are consulted during the IDP needs analysis and before the municipality adopts the IDP and the Budget. In our last consultation with the farm dwellers, the shortage of water was a common denominator especially in areas that are in Okhahlamba local municipality.

They also appreciated the handpumps that were installed by the municipality since they were promised to them in previous engagements/consultation. In short, the uThukela district municipality acknowledges the service delivery needs of every citizen who resides in the jurisdiction of uThukela including the farm dwellers.

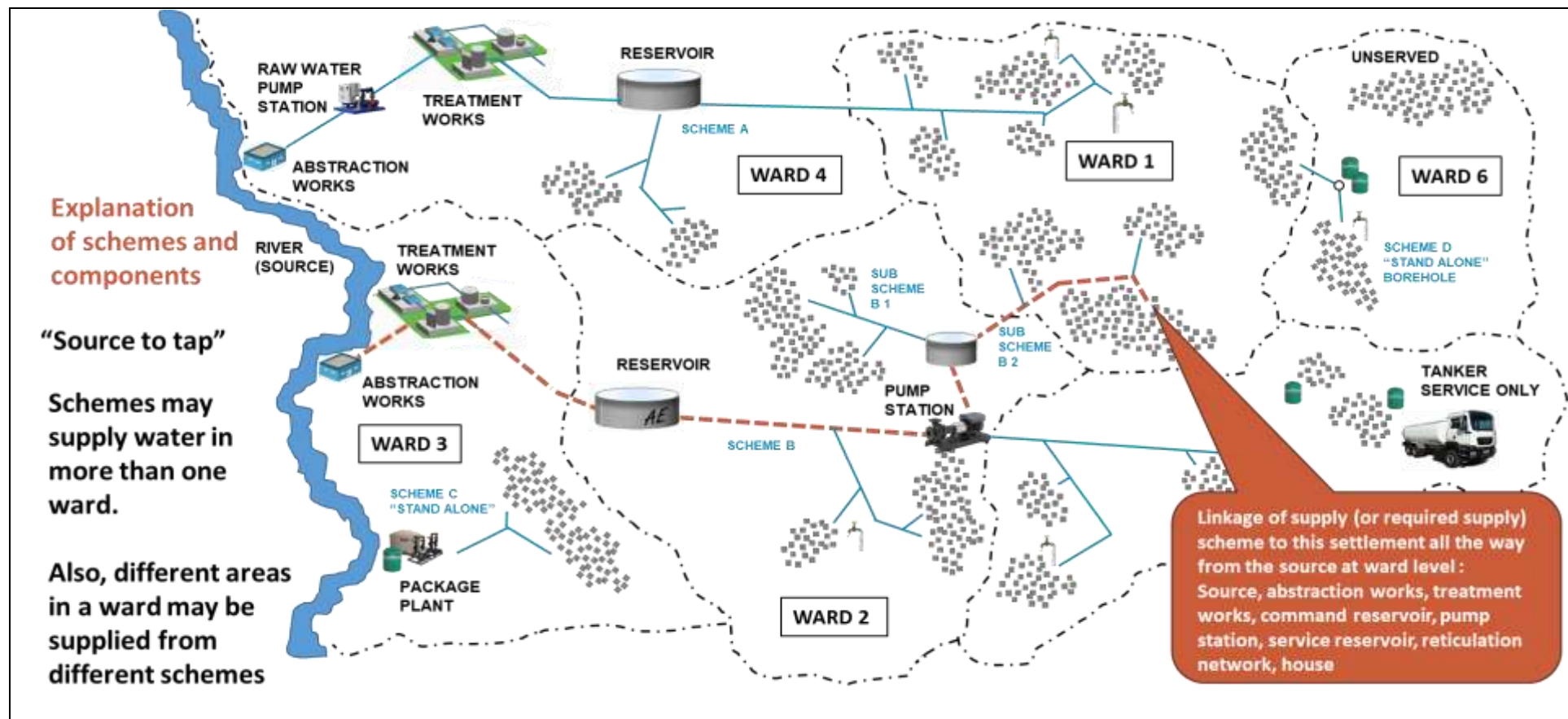
In ensuring that there is a proper consultation with the communities, the municipality took a stance to consult with communities where the municipality takes both draft IDP and a draft Budget to the community to tell them of what has been budgeted for the next financial year.

3.4.1.21 UTHUKELA DISTRICT MUNICIPALITY INFRASTRUCTURE ACCESS TO WATER

The below diagram shows a complete picture of uThukela district infrastructure access to water and a synopsis on how potable drinking water is provided in the municipality.

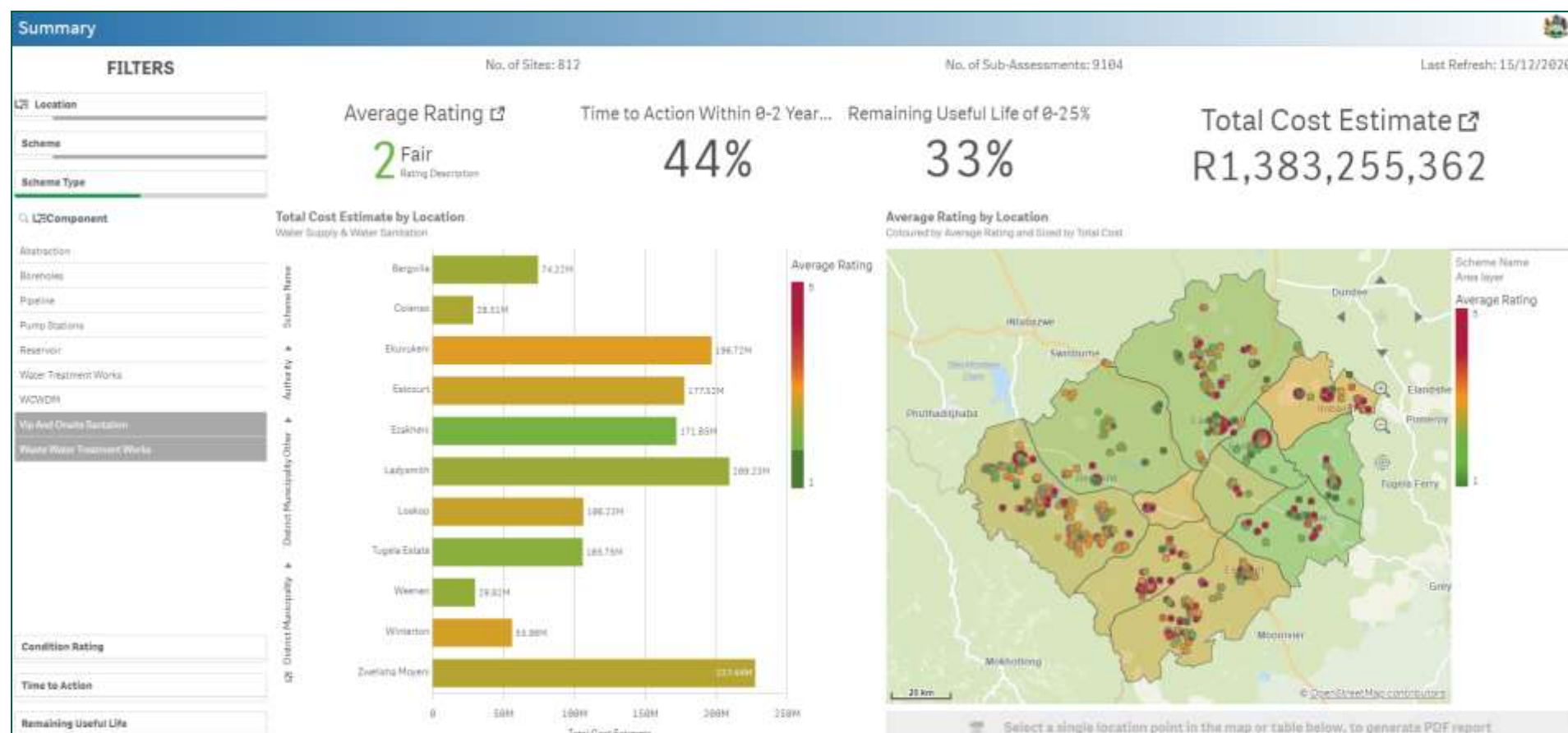


WATER SUPPLY VALUE CHAIN – TO WARD LEVEL



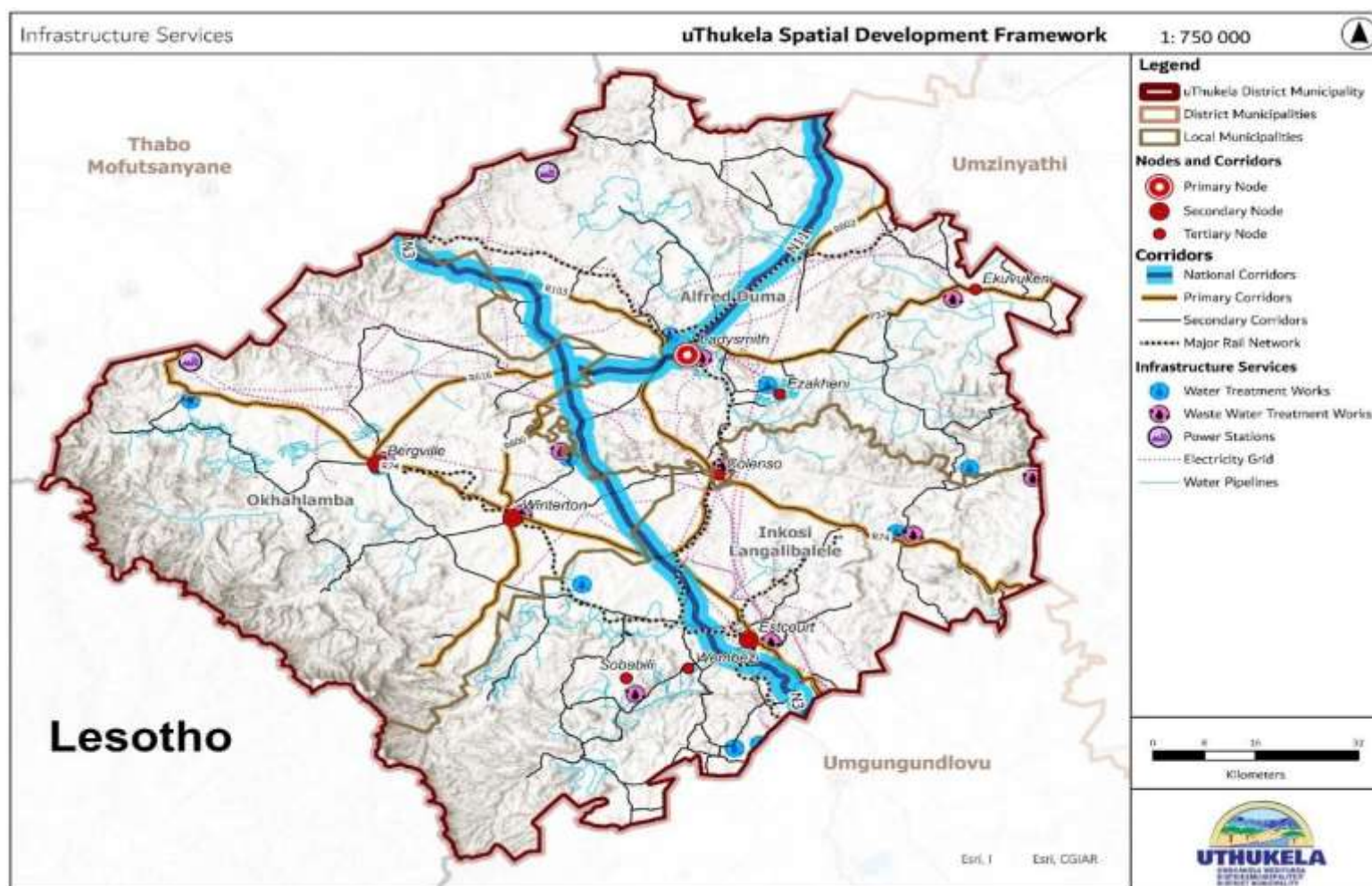
SOURCE: UTHUKELA DISTRICT WATER SERVICE DEVELOPMENT PLAN, 2025

The diagram and the map below summarize the state of municipal water infrastructure in uThukela district municipality and its family of municipalities.



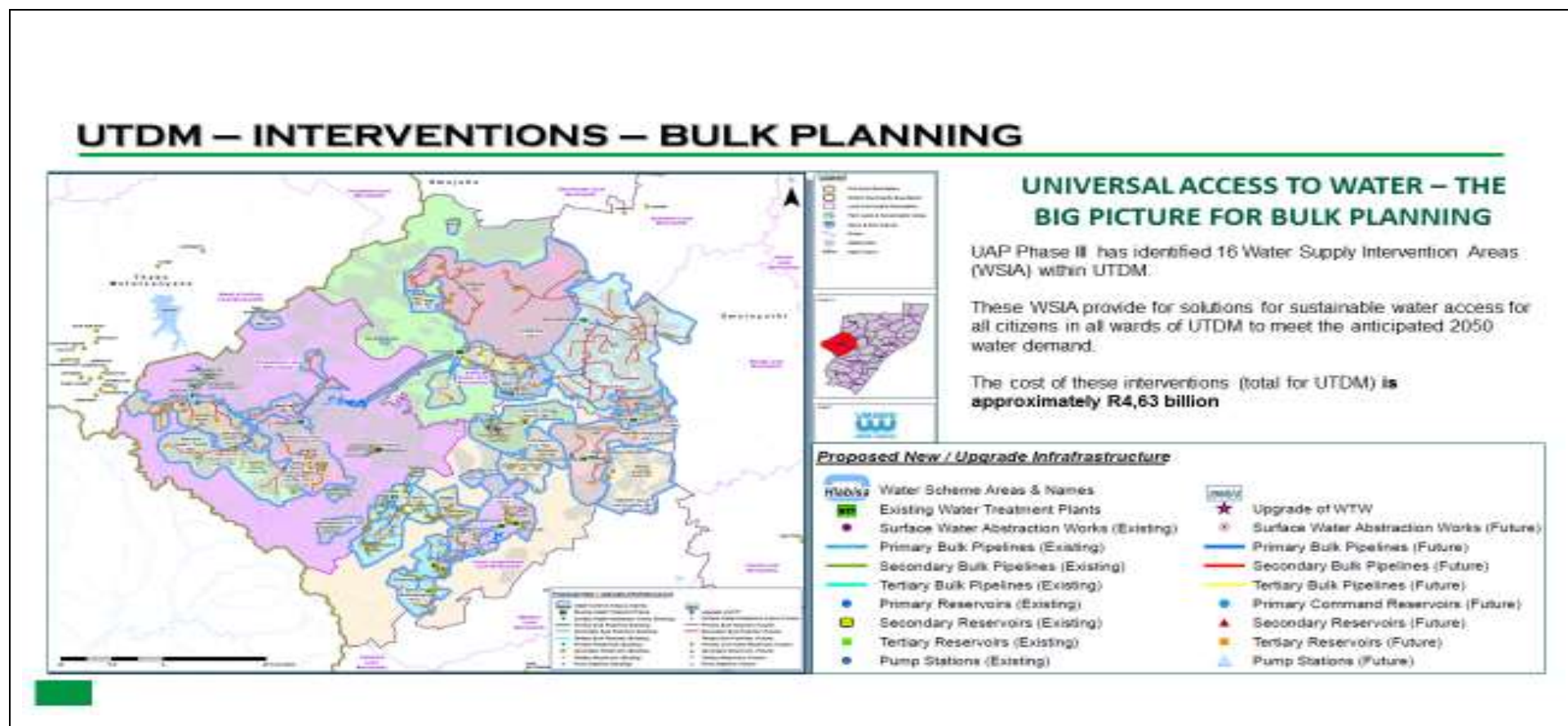
(SOURCE: UTHUKELA DISTRICT WATER SERVICE DEVELOPMENT PLAN, 2025)

UTHUKELA DISTRICT MUNICIPALITY WATER INFRASTRUCTURE



SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2025

The map below summarizes the uThukela interventions as far as the bulk planning is concerned.



(SOURCE; UTHUKELA DISTRICT WATER SERVICE DEVELOPMENT PLAN, 2024)

3.4.2 SOLID WASTE MANAGEMENT

Solid waste management is a shared function between the District and the Local Municipalities. In terms of section 84 of the Municipal Structures Act, the District Municipality is responsible for establishment, operation, and control of District wide waste disposal sites, which must be accessible to more than one local Municipality. Currently all three local municipalities are operating their own waste disposal sites which are licenced appropriately, therefore there is no need for the district municipality to establish a district waste disposal site at this stage.

The uThukela district municipality is not responsible for waste collection. It is the responsibility of the local municipalities in our District that deal with solid waste collection removal and disposal.

3.4.2.1 STATUS OF SOLID WASTE

Access to refuse removal remains a problem in the district, particularly in Okhahlamba. There is however a decrease in households utilizing community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The district municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community-based refuse collection service to address this challenge. The municipality is also implementing free basic solid waste for the indigent. The following tries to explain the solid waste management in uThukela family of municipalities.

Alfred Duma local municipality

Alfred Duma local municipality takes part in participation of the Integrate Environmental Management Forum that takes place at uThukela district municipality every quarter, the forum is in place to engage on environmental issues. In addition, the Alfred Duma local municipality have further reviewed the WASTE MANAGEMENT By- Law 2024/2025 and current being implemented. The main objectives of the Municipal Waste Management Bylaw read as follows:

- Give effect to the rights contained in section 24 of the Constitution by regulating waste management within the area of the municipality's jurisdiction;
- Provide, in conjunction with any other applicable law, an effective legal and administrative framework, within which the Municipality can manage and regulate waste management activities.

Ensure that waste is avoided, or where it cannot be altogether avoided, minimized, reused, recycled, recovered, and disposed of in an environmentally sound manner.

- Promote and ensure effective delivery of waste services.

The municipality has further appointed By-Law Officers whose responsibility is to make sure that our local communities comply with environmental regulations and enforce the policies in line with the municipality. There is a vacant post for environmental management and planning officer. In terms of waste collection services, Alfred Duma Municipality currently provides services in formal areas such as Ladysmith CBD, acaciaville, Umkhamba, Model Kloof, Colenso, Ekuvukeni, Uitval, Limit Hill, Rose Park, Steadville, and Ezakheni and many more areas. However, informal settlements like Indomba and Traditional lands, are some of the areas where the municipality does not provide waste collection services, but some are catered with skip bins for collection. Other waste collection services are done through illegal dumps clearing, clean up campaigns and community awareness's using municipal workers and Community Workers Programme. The municipality is rendering the following services:

- Removal of waste within the CBD
- Kerbside collection on surrounding formal townships
- Skip/container removal on industrial and residential areas
- Street cleansing
- Litter picking in taxi and bus ranks
- Landfill operation and management

Summary of Priorities for Solid Waste Collection, Removal and Disposal

Alfred Duma local municipality aims to meet the desired end goals of the National Waste Management Strategy of Zero Waste to landfill site. The ADLM also aims to expand collection for rural communities and provide excellent collection for the urban residences and businesses. The top priority goals for the municipality are:

- Ensure the effective and efficient delivery of waste services
- Procure enough fleet to provide for efficient refuse removal.
- Provide waste collection service to at least 70 % of households within the LM including indigent households
- Promote recycling and recovery of waste
- Establish ward based municipal buy back centers and diverge all recyclable to municipal waste recycling plants or to privately owned waste recycling plants

- Ensure that legislative tools are developed to deliver on the Waste Act and other applicable legislation
- Train Environmental Management Inspectors to Enforce waste management by-laws.
- Ensure the safe and proper disposal of waste
- Conduct clean up campaigns on prioritized illegal dumping hotspot.
- Improve landfill management to comply with legislation.
- Education and awareness
- Develop local awareness campaigns on the social importance of waste management.

Okhahlamba local municipality

The Okhahlamba local municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection at Okhahlamba as a whole. Less capacitated local municipalities are expected to initiate a community-based refuse collection service to address this challenge. The municipality is also implementing free basic solid waste for the indigent. The municipality's landfill site is situated in Bergville and covers Bergville and Winterton. It was established in 1975 but has no permit and is thus illegal. Waste quantities indicated in the IWMP indicate that most of the waste generated is by business, followed by domestic waste.

Okhahlamba local municipality operates a Waste Treatment Site situated in Cathkin Park. The waste is collected, transported to the site and is then burnt. This site was constructed in 2001 and is operational for eight hours of the day. The statistics below indicate that most of the population (75%) use their own refuse dumps and that the local authority barely provides for the removal of solid waste. Approximately 11% of households do not have any rubbish disposal. This poses serious challenges in respect of environmental health and possible pollution of water sources.

Operational Guidelines

There are rules and fixed schedule for residence and/or ratepayers. There are placed bins/bags on the kerb by 06:00 on collection day. Bins and/or bags are set to be all removed and/or emptied by 16:00 on the day. Only standard black bags or municipality-issued plastic bags are used to collect waste.

Communal Collection Points for skips:

Skip bins are used to collect waste in rural areas and social amenities i.e. Emmaus Hospital and Clinics within the Municipal jurisdiction. These skip bins are placed in all social amenities and strategic areas of the rural communities with poor road access.

Area/Zone	Collection Day	Frequency	Notes
Bergville CBD & Central Town (Kingsway St, main shops, market)	Monday until Friday	Daily	High commercial waste. Start early (07:00). Skip collection is done Weekly at the CBD due to high commercial waste
Residential Suburbs and Township (e.g., Bergville extensions)	Tuesday and Thursday	Bi-weekly	Skip collection is done on ad hoc, or upon request from ward councilors once the skip is full.
Amangwane Area (Emaswazini, Ngoba, Dukuza, etc.)	Services are not available; we use skip bins which are sporadically located	Sporadic	Skip collection is done on ad hoc, or upon request from ward councilors once the skip is full.
Amazizi Area (Emazizini, Obonjaneni)	Services are not available; we use skip bins which are sporadically located	Sporadic	Skip collection is done on ad hoc, or upon request from ward councilors once the skip is full.
Acton Homes, Thintwa, Rookdale, Bethany	Services are not available; we use skip bins which are sporadically located	Sporadic	Skip collection is done on ad hoc, or upon request from ward councilors once the skip is full.
Geluksburg & Outlying Farms	Services are not available; we use skip bins which are sporadically located	Sporadic	Skip collection is done on ad hoc, or upon request from ward councilors once the skip is full.

Okhahlamba Waste Management Operational Plan 2025/2026

Garden Waste

Garden waste collection is conducted separately on a specific day of the week depending on services during summer or winter.

The following are core daily operations:

- Weekly waste collections from Bergville town, Winterton town and Cathkin Park.
- The collection of skip bins from all 15 wards

- Street and rank litter picking and public ablution facilities cleaning
- Recovery of re-usable and recyclable material from the mainstream waste
- Cleaning of illegal dumping within Okhahlamba Local Municipality

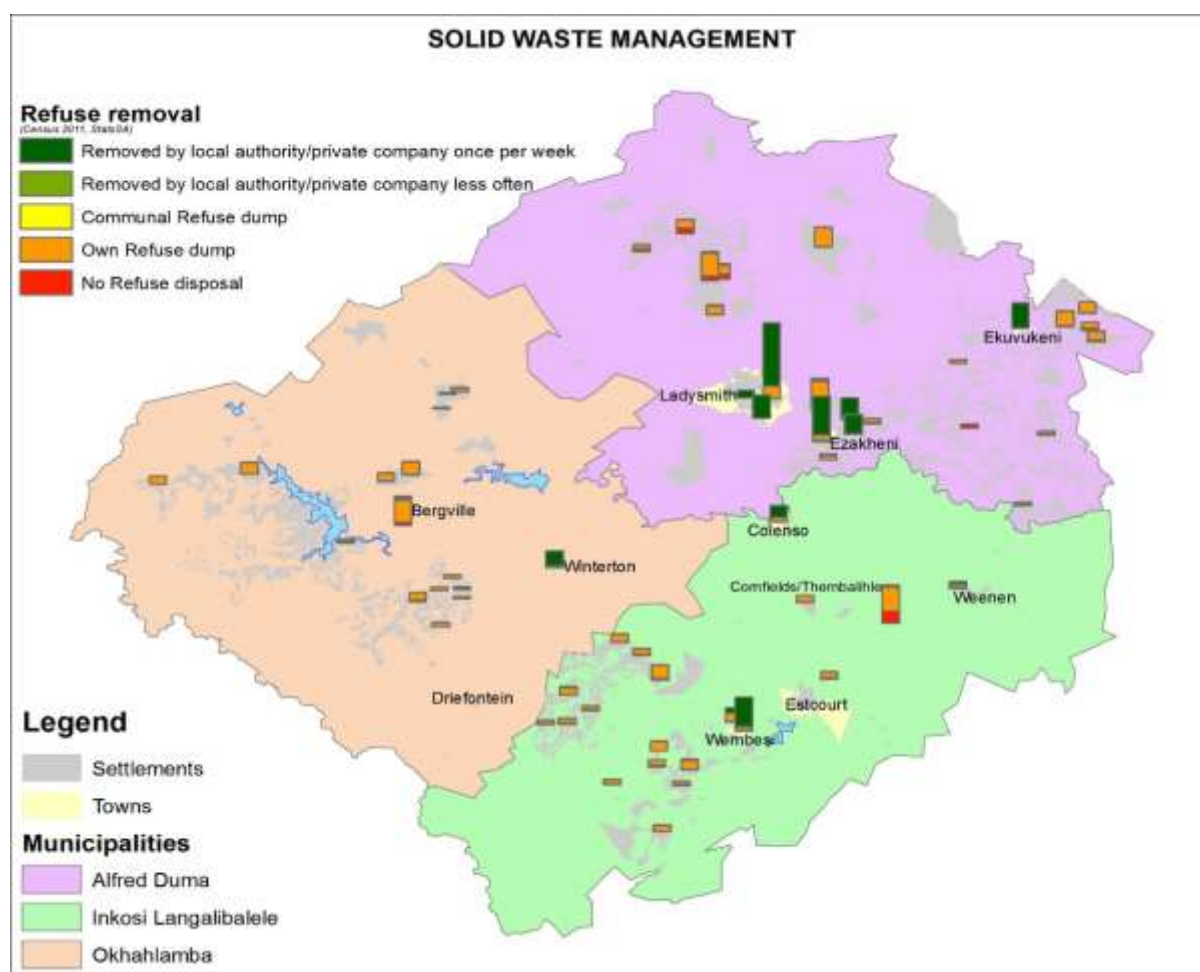
Inkosi Langalibalele local municipality

Refuse removal

The municipality has One (1) permitted disposal facility (833/2/2020/015) which was issued on the 11 October 1993, the service area for the site is the whole municipal area.

statement that additional two transfer stations, situated in Weenen and Ntabamhlophe were established. The following seeks to outline the status of the Disposal Sites. The permit is for disposing of general/ non-hazardous waste, however during waste characterization hazardous waste was found in one of the household's plastic bags. The most hazardous waste is normally medications including used badges, needles, tables and other medical waste. Hazardous chemicals are also found in residential waste; the use of black plastic bags makes it hard to assess waste collected in households. Medical and industrial waste found onsite were indication that monitoring of waste types entering the site is not effective.

The municipality is responsible for the collection of waste from shops/ industries daily and provides a weekly service for urban households including townships depending on the type and volume of the waste generated. The municipality collects garden refuse twice a week on Wednesday and Friday. Majority of the conditions as contained in the permit are not yet complied with, hence financial assistance from the relevant stakeholders is required. Some of the challenges entail: Upgrading of the Facility to include Drainage System, Theft of existing fence by the locals, unlined Cells, Lack of Weighbridge for recording and reporting waste quantities, unmanaged Leachate, lack of Ventilation of Methane Gas; lack of Daily Covering and lack of Water Sampling. It was also discovered that there is Limited Waste Minimization and Diversion and lack of Standard Operating Procedures. Local Municipalities have the Powers and Functions to Collect Refuse and establish, operate and control Waste Disposal Sites (Bulk Waste Transfer Facilities and Waste Disposal Sites). It is important to say that the waste quantities in the following are in Kilograms. The map and diagrams below show the status of solid waste management in uThukela and its family of municipalities.



Source: STATS SA CENSUS, 2022

Table 8: Refuse Removal Frequency

	Alfred Duma	Inkosi Langalibalele	Okhahlamba
Removed by local authorities once a week	36,398	9,874	2,549
Private companies less often	502	484	318
Communal refuse dump	801	630	510
Own refuse dump	30,880	26,042	20,766
No rubbish disposal	8,916	3,761	3,100
Other	596	827	333
Total	78,093	41,618	27,576

Source: STATS SA CENSUS, 2022

Table 9: Existing Waste Management Systems and Practices

VARIABLE	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Collection Services	Yes	Yes	Yes
Cleansing Services	Yes	Yes	Yes
Transport of Waste	Yes	Yes	Yes
Waste Minimization	No	No	No
Recycling Systems	No	No	No
Waste Disposal	Yes	Yes	Yes

(Source: STATS SA CENSUS, 2022)

Table 10: Waste Treatment Facility

DESCRIPTION	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Geographic Location	None	None	Cathkin Park
Type of Treatment	None	None	Incineration
Year of Construction	None	None	2001
Capacity	None	None	NR
Throughput	None	None	NR
Hours of Operation	None	None	8
Input & Output Chart	None	None	None
Residue Characteristics	None	None	Ash
Environ Monitoring Program	None	None	Monthly
Environmental Impact	None	None	None
Permit Certificate	None	None	None

(Source: STATS SA CENSUS, 2022)

3.4.2.2 WASTE DISPOSAL CEMETERY SITE

The uThukela district municipality does not own any waste disposal sites currently; there is no need for the district municipality to establish a waste disposal site since all three local municipalities own licenced waste disposal sites.

The uThukela District municipality does not own cemetery site, but they belong to the local municipalities. Registered and authorised Okhahlamba Local Municipality cemeteries are as follows:

- Bergville Town Cemeteries
- Winterton Town Cemeteries
- Khethani Cemeteries
- Rookdale Cemeteries
- Acton Homes Cemeteries

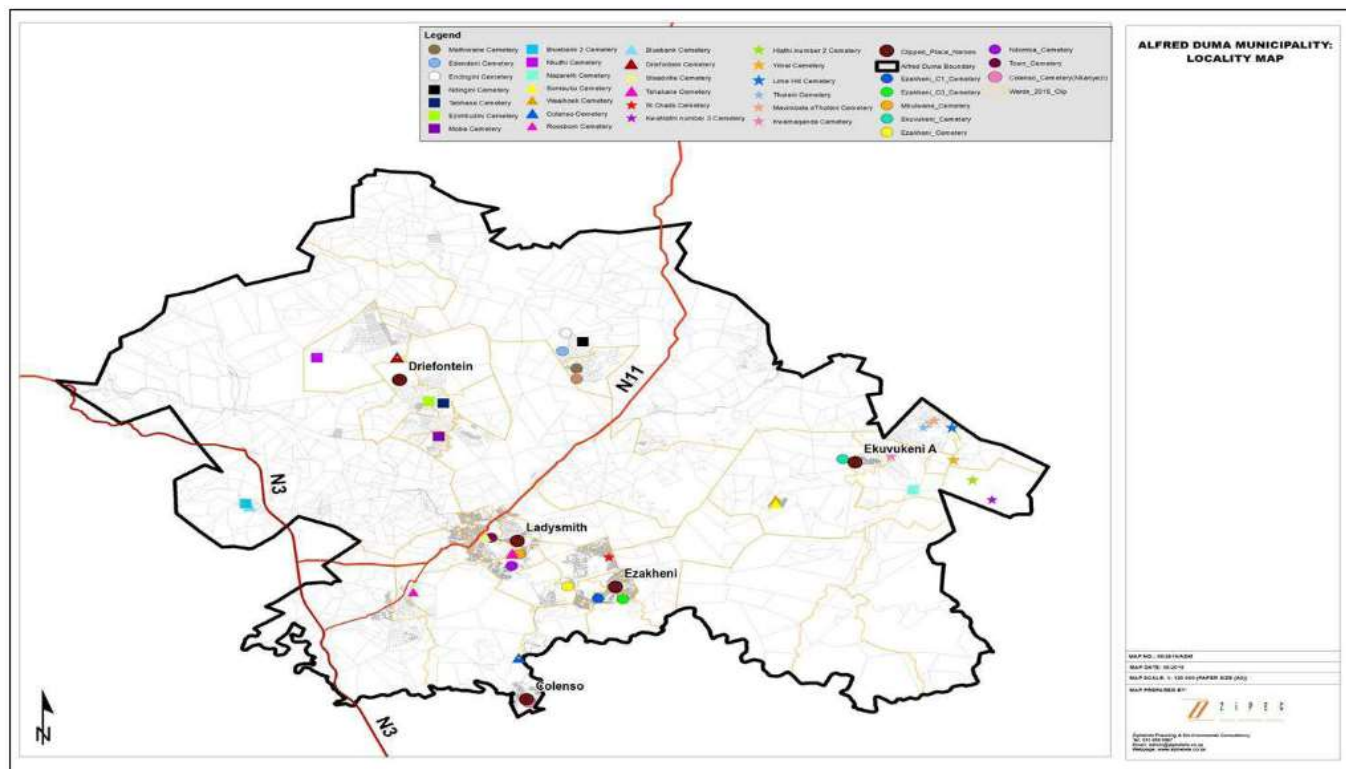
The Bergville and Rookdale Cemeteries are full and cannot accept further burials. The Bergville Cemetery is constructed next tributary draining to the Tugela River in the South of Bergville Town. Winterton Town Cemeteries covers all the Suburbs residents and other community that is willing to bury in town. The Khethani Cemeteries covers all the Khethani Township population in Ward 1. Rookdale cemeteries in Ward 10 covers all the population of ward 10, 12, and 15 as the closest wards. This cemetery is full. Acton Cemetery covers the population of Ward 11 and 13. Other Wards without Municipal cemeteries have their informal cemeteries that are not registered or authorised.

The ADLM authorized cemeteries that exist in the municipality are as follows: -

- Ladysmith Town Cemetery
- Bluebank Cemetery
- Ndomba Cemetery
- Mbulwane Cemetery
- Ezakheni E Cemetery
- Ezakheni C1 Cemetery
- Ezakhnei C3 Cemetery
- Ezakheni D1 Cemetery
- Ekuvukeni Cemetery
- Tholeni Cemetery
- Limehill cemetery

Access to cemeteries is one of the main challenges facing the municipality. The cemeteries in Ezakheni C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. The municipality then constructed a cemetery to service the whole of Ezakheni and its surroundings areas called the Ezakheni E Cemetery. None of the benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also opened in trying to locate burial space near where people live. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom.

Below is the map depicting existing cemetery or burial sites within Alfred Duma Jurisdiction.



(Source: Alfred Duma Cemetery Master Plan 2019)

Inkosi Langalibalele Municipal Area is responsible for the establishment and controlling of cemeteries in the area. There are five cemeteries noted within the former Inkosi Langalibalele area. Moreover, ILM IDP has noted that communities were practicing on site burials as a cultural phenomenon, and that there was a general shortage of burial sites within the Municipal Area. There had been negative impact due to groundwater contamination. ILM has embarked on a project to have specific coordinates for all gravesites. Below is an Example that was taken by a drone with the assistance of ILM GIS. The gravesites will be recorded according to the gravesite maps and numbering.

Challenges

- **Land Scarcity in Urban Areas:** The primary challenge faced by ILM is the identification and allocation of suitable land for new cemeteries, particularly in urban centers like Estcourt and Weenen, where demand has increased.
- **Spatial and Environmental Constraints:** Much of the available land is either environmentally sensitive, already earmarked for residential or industrial development, or not geotechnically suitable for burials.
- **Population Growth and Urbanization:** Increased urban migration has placed further pressure on the existing cemeteries, accelerating the need for additional burial space.

- Informal Burials in Rural Areas: While traditional, these practices make it difficult for the municipality to maintain proper records and could pose future legal and environmental issues.

Proposed Interventions

- Finalize a Cemetery Master Plan that includes both short-term relief (e.g. extending current cemeteries) and long-term development of new burial sites.
- Explore alternative burial methods, such as cremation services, multi-layered burials, or memorial parks, especially in land-constrained urban zones.
- Improve record management systems to better document rural and informal burials for future land-use planning and genealogical tracking.



3.4.2.3 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The uThukela district municipality has developed and adopted the initial IWMP on **the 5th of June 2015**. The IWMP was then reviewed and **approved by Council on the 27 September 2024**. The uThukela IWMP is under review to be fully aligned with the KZN Province 1st generation IWMP. **The** plan focuses on two main categories describe the waste that is generated within uThukela district municipality namely:

- ⇒ General waste: This is waste that does not pose an immediate threat to humans or the environment (like household waste, building rubble, garden waste and certain dry industrial and business waste);
- ⇒ Hazardous waste: Means waste that is associated with chemical reactivity or toxic, explosive, corrosive or other characteristics, which cause or are likely to cause danger to health or the environment whether alone or in contact with other waste. Medical waste, which is quite prevalent in the area, falls under this category.

Waste management practices within uThukela district municipality need more attention to conform to the National Integrated Pollution and Waste Management Strategy. The municipality is also investigating the District Waste Disposal Site. The table below shows the existing waste management systems and practice and the waste treatment facility.

Existing waste management systems and practice

VARIABLE	ALFRED DUMA	INKOSI LANGALIBALELE	OKHAHLAMBA
Collection Services	Yes	Yes	Yes
Cleansing Services	Yes	Yes	Yes
Transport of Waste	Yes	Yes	Yes
Transfer of Waste	No	Yes	No
Waste Minimisation	No	No	No
Recycling Systems	No	No	No
Waste Disposal	Yes	Yes	Yes

Waste treatment facility

DESCRIPTION	ALFRED DUMA	INKOSI LANGALIBALELE	OKHAHLAMBA
Name	None	None	Bergville
Geographic Location	None	None	Cathkin Park
Type of Treatment	None	None	Incineration
Year of Construction	None	None	2001
Capacity	None	None	NR
Throughput	None	None	NR
Hours of Operation	None	None	8
Input & Output Chart	None	None	None
Residue Characteristics	None	None	Ash
Enviro Monitoring Programme	None	None	Monthly
Environmental Impact	None	None	None
Permit Certificate	None	None	None

3.4.2.3 LAND FILL SITES

The following table shows the landfill sites in the district.

Table 11: Landfill Sites within the District

DESCRIPTION	ALFRED DUMA	OKHAHLAMBA	INKOSI LANGALIBALELE
Name	Acaciavale & Ekuvukeni	Bergville	Estcourt
Geographic Location	Acaciavale	R74 Bergville	Beacon Hill near R103
Area Covered	Ladysmith, Ekuvukeni Steadville & Zakheni	Bergville & Winterton	Estcourt & Weenen
Year of Construction	1995	1975	1993
Resources Available	Compactor	Incinerator	Guard house, shed, jojo water tank, compactor, leachate dam,
Permit Certificate	B33/2/2020/p163	None	B33/2/2020/15pP76
Type and Quantities	Household, Business & Industrial 44 640 and 66 tons	Household & Business, 117 tons	Household, Business & Industrial 581 tons
Description of Neighboring Area	Residential and rural	Residential, River	Informal Settlement
Signposting & Road Access	Yes	Poor & Accessible	Yes
Type of Site	General	General	General
Access Control	No	Yes	24 Hour Security
Collection of Disposal Tariffs	Yes	Yes	Yes
Landfill Operation	Compacting & Cover	Cover	Compacting & Cover
Method of Landfilling	Trench System	Trench System	Trench System
Co-disposal	Solid Waste Only	Solid Waste Only	None
Health Care Waste	None	None	None
Excavation for Cover	Yes	No	Yes

Drainage	Yes, cut off drains around site	Not Required	Yes, cut off drains around site
Control of Nuisances	Daily Covering	Daily Covering	Daily Covering
Salvaging Activities	Prohibited	Prohibited	Prohibited
Waste Reclamation	Prohibited	Prohibited	Prohibited
Leachate & Waste Management	Random Checks	Not Checked	Random Checks
Rehabilitation	Ongoing	Ongoing	Ongoing
Final Cover	Ongoing	Ongoing	Ongoing
Public Participation			Yes
Plans for Extending/Closing		Closing	No, 10 years left
Environmental Monitoring	Yes, Random	Yes	Yes, Random

(Source: STATS SA CENSUS, 2022)

3.4.2.4 PROGRESS ON THE IMPLEMENTATION OF THE IWMP

In terms of the National Waste Management Strategy (NWMS) and the National Environmental Management Act (NEMA), all local municipalities must develop and submit plans for integrated waste management to the MEC for approval. The approved IWMP must be included in the municipal Integrated Development Plan (IDP). To achieve the policy objectives, the municipalities are required to develop and implement a local waste management plan which articulates strategies and initiatives for IWMP.

The main goal of the Integrated Waste Management planning is to optimize waste management by maximizing efficiency and minimize associated health and environmental impacts and financial costs; thereby improving quality of life of all South Africans and the globe.

As we mentioned above that the uThukela district municipality's IWMP was developed and adopted by Council in September 2024 and is under the review to ensure relevancy. The uThukela district municipality monitors the local municipalities in terms of waste collection and disposal, and the district support the local municipalities by identifying the illegal dumping and reporting to the relevant Local Municipality to ensure that waste is cleared and disposed accordingly.

Recycling of waste has improved in the district that indicates that there is progress in the implementation of the IWMP. The following explains the progress of implementation by uThukela family of municipalities in as far as the IWMP is concerned.

1.ALFRED DUMA LOCAL MUNICIPALITY

The ADM Integrated Waste Management Plan 2024-2029 was adopted by the Council on the **15th of August 2024** and currently the plan is being implemented. The advert for public comments was placed under adverts in the Ladysmith gazette. The adopted document is submitted for endorsement by the MEC. The IWMP is being implemented, as such the landfill site will move to Department Community and Social Services under cleansing and solid waste as from the 1st of July 2025 and applications to approve building a recycling plant in Indaka Transfer station have started.

Alfred Duma Local Municipality has developed some of the environmental management plans to be able to practice and enforce policies. The Municipality has developed an Integrated Waste Management Plan IWMP, Climate Change Response Plan, and Open Space Management Plan, and is under review.

2.INKOSI LANGALIBALELE LOCAL MUNICIPALITY

ILM as an adopted Integrated Waste Management Plan, which is also being implemented partially due to financial constraints. The IWMP is reviewed annually.

Key functions / executive authority:

- Manage collection, storage, transportation and disposal of waste;
- Development of a waste management policy for minimization and recycling;
- Pass and Implement waste management by laws;
- Development of an integrated waste management plan (IWMP);
- Waste management in terms of the integrated waste management plan (externally and internally);
- Set waste services charges and provide incentives for reduction and recycling, and
- Regulate and monitor external waste service providers and report on waste management (SAWIS)

Operations of the waste management unit:**a) Integrated waste management planning:**

- 5-year plan in terms of Section 11 of the National Environmental Management: Waste Act, 2008 (Act. 59 of 2008) (NEMWA) – Planning and Management of Waste.
- The IWMP is compiled to provide the most cost-effective, technically and environmentally acceptable solutions to the total waste management in the municipality.
- It addresses the situation analysis and offers solutions to ensure responsible waste management.
- Addresses waste generation, waste minimization and re-use, collection of all waste, disposal infrastructure (disposal facility requirements) and disposal according to environmentally sound practices.

b) Awareness campaigns / outreach programmes:

- Conduct school and community-based visits / awareness campaigns.
- Conduct awareness in terms of environmental management (including waste management).

c) Street cleaning:

- Cleaning of all streets within the CBD.

3.OKHAHLAMBA LOCAL MUNICIPALITY

Promote waste minimisation, re-use, recycling and recovery of waste. As the way of achieving this goal, certain activities should be promoted by the municipality in line with its IWMP. The following activities could be implemented:

- Increase the re-use and recycling of products
- Reduce the percentage of recyclable material to landfill site
- Ensure separation at source in our municipality
- Encourage the establishment of Material Recovery Facilities (MRFs)
- Encourage alternative treatment of waste and
- Support the diversion of high calorific waste from landfill to recovery options

Kerb Recycling

Okhahlamba Local Municipality has the opportunity of separating waste at source. This area should be opened and maximised so that the people at Okhahlamba could be aware of the opportunities created by this waste for reuse or recycling.

Material Recovery Facilities

There is also an opportunity for the creation of WASTE-PRENEURS that are currently recycling in their own backyards to sort the different recycles for their financial benefits. The municipality should copy this kind of recycling from other municipalities and create opportunities for these people at a big scale locally.

Effective and Efficient Delivery of Waste Services

The municipality has the responsibility to manage waste within its area of jurisdiction and must ensure proper handling of waste thus preserving a healthy environment. Bergville is a small town (approx. 4,890–5000 residents in the immediate area) serving as the commercial hub for surrounding rural villages and farmlands in the Drakensberg foothills. The broader Okhahlamba Local Municipality has around 132,000–135,000 population across 15 wards, with significant rural challenges in waste coverage.

There are 1821 households with access to basic services at Okhahlamba Local Municipality in 2025/2026 financial year.

There is waste schedule that aims for sustainable, practical, and implementable waste collection. The schedule is aligned with South African Municipal practices of weekly collection in most small towns. It further addresses rural realities of poor road condition, limited resources, and tourism.

Public Holidays: Shift to the next working day. There is No waste collection on major holidays unless critical.

Street Cleaning & Illegal Dumping Hotspots: These are attended on Daily basis in CBD (early morning), and twice a week in residential areas to keep the street clean.

3.4.2.5 SYSTEM THAT DIVERT WASTE FROM THE LANDFILLS FOR RECYCLING

uThukela district municipality does not have a system that divert waste from the landfill site recycling but there are two municipalities in the family that have system of diverting waste from the landfill, which is Alfred Duma, and Inkosi Langalibalele local municipalities. In the uThukela district municipality, the following are recycling activities that are taking place in uThukela district:

- There is separation of waste.
- The scrap metal is sold to the scrap metal merchants currently.
- Paper, plastic, and cupboards are sold to **WHY WASTEPAPER** recycling company; only unrecyclable waste is disposed at the landfill site.

3.4.3 TRANSPORTATION INFRASTRUCTURE

3.4.3.1 ROAD NETWORK

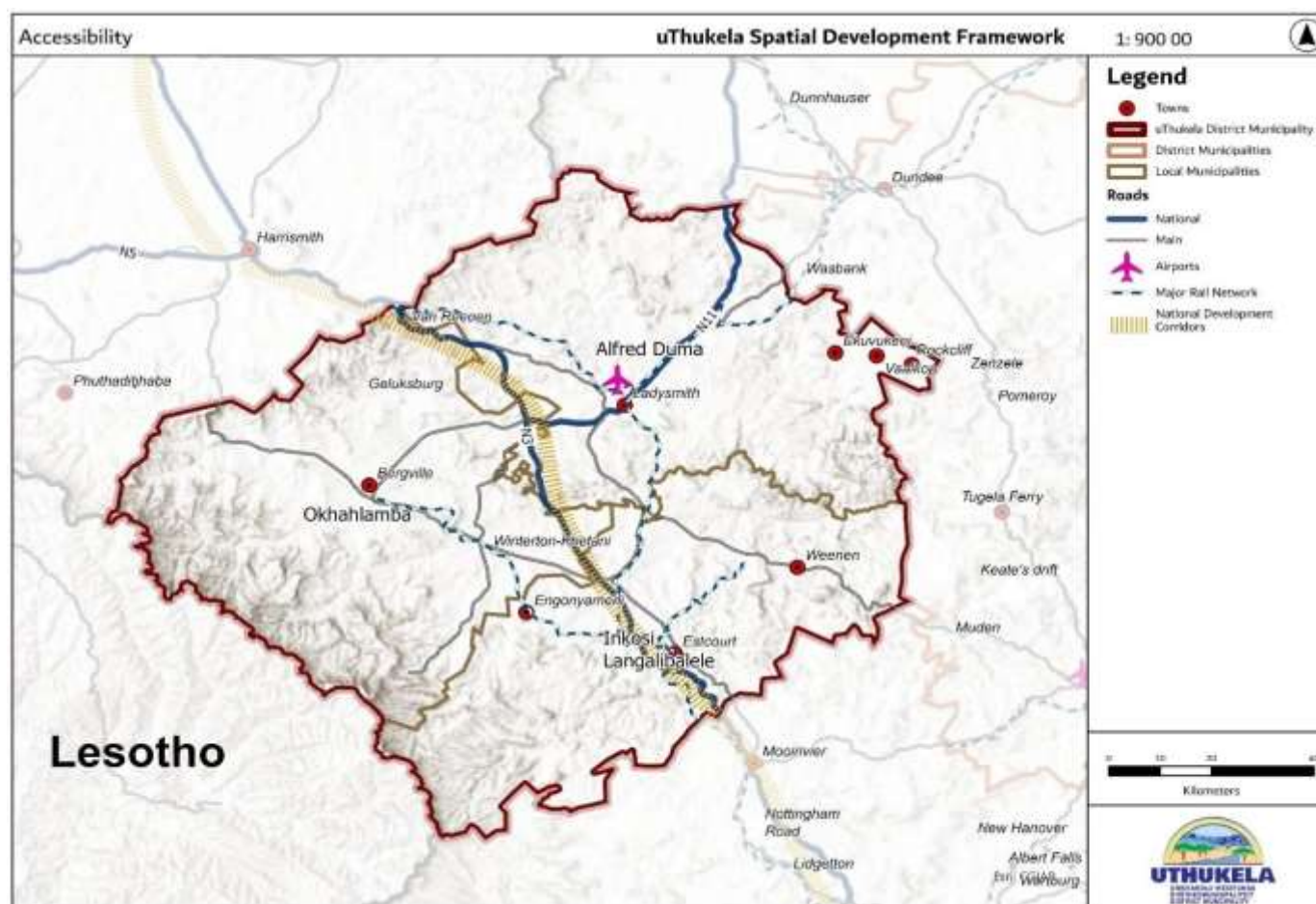
The road hierarchy within the municipal area can be divided in three major categories that can be classified as:

- National roads.
- Provincial roads; and
- District and local roads.

The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The general quality of these routes is good with exception of the local access routes within the rural areas.

uThukela district is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link, which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in KwaZulu Natal. The N3 also serves a major urban community, namely Pietermaritzburg.

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access unsurfaced roads are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers, use several of these access roads. Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. Most of the surfaced roads can be found in Alfred Duma municipality. The following map displays the transportation infrastructure and road network in the district.



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2024)

3.4.3.2 RAILWAY LINE

Although the district municipality has one of the best industrially orientated rail systems, currently all rail facilities in the municipality are under-utilised, with approximately 55 trains running through Ladysmith station daily. Rail passenger services are limited to between 3 - 4 trains operating between Durban and Johannesburg 3 days a week. As a result, increased reliance by industry on road transport has placed increased pressure on the road network. The three-way rail junction run along the N11, and the Ladysmith station is located close to the CBD. Few railway tracks serve to connect the towns of Bergville, Winterton, Weenen and Van Reenen with the main stations located within Estcourt and Ladysmith. However, the decline in the usage of commodity rail caused this infrastructure to remain redundant and the infrastructure has now been worn out of the railway line from Ladysmith to Bergville crossing R74 Provincial Road). There are two main functional railway stations within uThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped.

3.4.3.3 RAILWAY STATIONS



There are two main functional railway stations within uThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped. The railway stations in other localities of uThukela District Municipality require serious attention. In fact, most of the infrastructure is currently in a state of disrepair.

3.4.3.4 MUNICIPAL ROADS AND MAINTENANCE PLAN

uThukela district municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5-year plan that is reviewed annually. This plan was prepared in conjunction with the local municipalities. It is aligned with the IDP. In the plan there are number of identified

projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period.

The municipality is planning to have its Integrated Transport Plan (ITP) in the 2026/2027 financial year as to comply National Land Transport Transition Act (Act No.26 of 2006). Currently the municipality have engaged KZNDOT to assist in this regard since the municipality is facing some financial constraints.

On top of that the municipality will be part of the Provincial Transportation Master Plan (TMP) that is in the process of being developed by KZNDOT, since this plan aims to respond to the demands of transportation needs in the province.

uThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by the Department of Transport.

To fulfill this exercise the DOT has put aside the grant funding of R3 million to uThukela district municipality for 2026/2027 financial year.

3.4.3.5 AIRPORTS AND LANDING STRIPS

There is a small aerodrome located at the intersection of the N11 and R103. The aerodrome is on the list of the uThukela Catalytic projects for 2026/2027 as per the reviewed DGDP and the recently endorsed One Plan. The aerodrome is poorly developed, and the area does not generate sufficient air traffic. The nearest airport is in Pietermaritzburg approximately 150km from Ladysmith.

3.4.3.6 STATUS OF ELECTRICITY SUPPLY

The number of people with access to electricity in 2011 they accounted for 83 489 and in 2022 they accounted for 113 694 in uThukela district municipality, there's a growth of 30 204. The growth trend flows through out the Local Municipalities in the uThukela District Municipality. The Increase in gas usage is an indication that due to loadshedding, people regularly opt for a backup energy source. The backlog together with population and economic expansion needs, make it imperative for this district long term electricity planning. The figure below shows the electricity provision at the provincial level and uThukela district and its family of municipalities.

Figure 9: Electricity Provision

Province, District and Local Municipality	Energy for cooking							
	2011				2022			
	Electricity	Gas	Other	Total	Electricity	Gas	Other	Total
KwaZulu Natal	1 743 212	91 260	698 135	2 532 607	2 053 020	586 602	208 158	2 847 779
UThukela	83 489	4 522	58 673	146 684	113 694	32 431	25 884	172 010
Okhahlamba LM	13 283	981	13 238	27 502	17 612	6 043	5 407	29 062
Inkosi Langalibalele LM	20 177	1 525	19 803	41 505	29 213	8 273	10 867	48 353
Alfred Duma LM	50 030	2 015	25 632	77 677	66 869	18 115	9 610	94 595

(Source: STATS SA CENSUS, 2022)

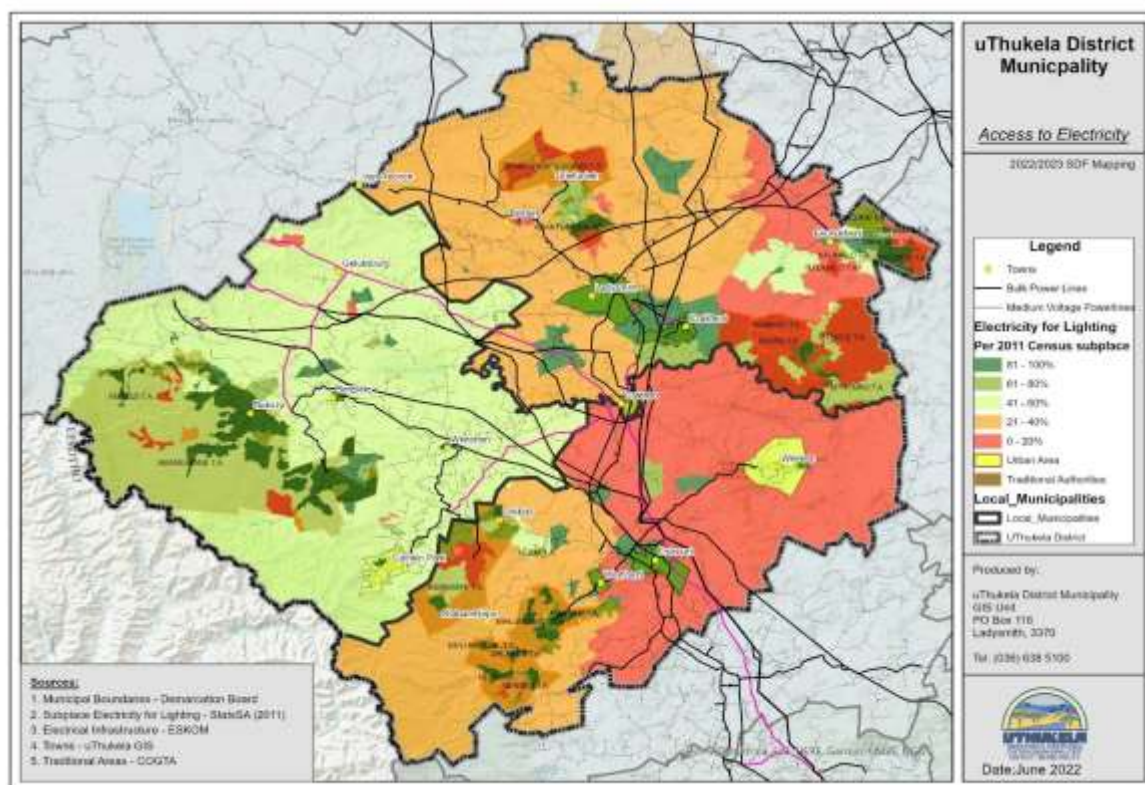
The current reticulation network in uThukela district municipal area as indicated in the Map below shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is not a surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Towns and Townships, this has a relatively high population size and economy in the uThukela District and as such has more areas that would require bulk electricity infrastructure. There are 36 sub-stations located within uThukela District. Most of these are found within Alfred Duma Municipality.

There are also several HV and MV cables that originate from these substations that distribute electricity within different parts of the municipal area. This is further supported by the MV stations. The existing sub-stations are nearing capacity and needs to be upgraded. Eskom has made plans to address this situation. This includes the development of two major sub-stations in Braamhoek and Driefontein (Mathondwane). Each of these sub-stations has a capacity of 22kv and costs approximately R8 billion.

Although major strides have been made concerning extending access to energy, however universal access to electricity services has not been achieved. According to the 2011 Census data, the areas that lack access to electricity the most are as follows:

- Mhlumayo and Sahlumbe;
- Cornsfield; and
- Cathkin Park.

The map below displays the areas that have between 21 – 40 households that do not have access to electricity as per Statistics South Africa, CENSUS 2022.



(SOURCE: UTHUKELA DISTRICTSPATIAL DEVELOPMENT FRAMEWORK, 2022)

3.4.3.7 COORDINATION OF ELECTRICITY BETWEEN DEPARTMENTS

Electricity is coordinated by ESKOM, local municipalities, and uThukela district municipality. The IDP engagement forums is utilized for alignments of projects with other sector departments and stakeholders to ensure harmonisation. The following table and the map below present the Eskom infrastructure plan as well as the progress.

ESKOM INFRASTRUCTURE PLAN

PROJECTS FOR 2023/24

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN235_Okhahlamba	Emmause ward 13 infills	13	Households	210	Project is at design stage
KZN235_Okhahlamba	Dukuza, Moyeni, Sandlwana, Shiyabazali ward 10 Infills	10	Households	200	Project is at design stage
KZN238_Alfred Duma	Oqungwini #3		Households	91	Project is at design stage
KZN238_Alfred Duma	Braamhoek #2		Households	31	Project is at design stage
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
Alfred Duma	Drongwaal/Mazinyane phase 2		Households	67	Project is at design stage
Inkosi Langalibalele	Ekuphumuleni/Nguva ward 24 infills	24	Households	60	Project is at design stage

Inkosi Langalibalele	Maqaqeni ward 20	20	Households	100	Project is at design stage
Alfred Duma	KwaShozi phase 3		Households	218	Project is at design stage
oKhahlamba	Emgangadweni ward 01	1	Households	20	Project is at design stage
oKhahlamba	Kwamzansi ward 01	1	Households	30	Project is at design stage
oKhahlamba	Emampevini ward 01	1	Households	65	Project is at design stage
Total					

PROJECTS FOR 2024/2025

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN237_Inkosi Langalibalele	Nkomokazini/Nyezane/Mnyangweni ward 3	3	Households	101	Proposed projects
KZN237_Inkosi Langalibalele	Thembalihle/Kwathweni/Cornfield ward 19	19	Households	307	Proposed projects
KZN237_Inkosi Langalibalele	Siyabonga farm/Matshezi phase2 ward 18	18	Households	160	Proposed projects
KZN237_Inkosi Langalibalele	Emadolobheni/Silimangamehlo ward 1	1	Households	264	Proposed projects
KZN235_Okhahlamba	Dukuza/Moyeni/Isandlwana/Shiyabazali infills	1	Households	300	Proposed projects
	Emmaus ward 2 and 12 Infills	12	Households	210	Proposed projects



(SOURC: ESKOM 2025)

3.4.4 STATUS OF COMMUNITY FACILITIES

ACCESS TO COMMUNITY FACILITIES

The uThukela district municipality over the past four years has worked hard in ensuring that communities have better standards of living by ensuring that all local communities have access to social facilities at a ward level. Fully serviced facilities have been provided to communities in all three local municipality.

Understanding that sustainable human settlements cannot be achieved without adequate social facilities that are differentiated according to varying development densities, community size, mobility levels and socioeconomic variation. Council initiated a process of establishing guideline document working with sector departments that aims to guide the provision/ assessment of social facilities in existing and new settlements. Social facility planning allows sector departments and the municipality to improve investment decisions about the number, size, type, location and space requirements of social facilities based on technical information rather than political advocacy to ensure the development of integrated human settlements that are well provided for in respect of social facilities. In ensuring that the facilities are accessible to all community members the document also looks at the location of the facilities (ideally should be clustered at central locations).

The district municipality indicated that to all the three family of municipalities that National government promotes the sharing and clustering of facilities, through Thusong Centres. Similarly, the sharing of halls, sports fields and other facilities by different stakeholders should be encouraged where possible in all towns and villages. The clustering of facilities creates opportunities for facility multi-use, sharing, etc. and should result in land savings and trip reductions. Also important is the contribution that this type of investment can make to creating islands of development and structure for city/town building. The district edged the all the municipalities to engaged with different stakeholders during the planning and development of community facilities. This was done to ensure that community facilities are inclusive to all citizens despite of their physical or mental barriers. People with disabilities often face obstacles in their everyday lives, such as inaccessible infrastructure, lack of community support and widespread social exclusion.

Therefore, all the three family Municipalities has ensured that throughout development of community facilities people with disabilities are not excluded and the facilities are universal accessible. Different platforms are in place whereby people with disabilities are offered a chance to raise their voices and thoughts.

3.4.4.1 EDUCATION

There are 445 public schools and 15 independent schools in uThukela District Municipality. The primary and high schools are adequate in the district and institutions for higher learning are not available. Only one Further Education and Training College that is based in Ladysmith Town that is offering education and training to prospective students in the district.

3.4.4.2 HEALTH

uThukela District Municipality has 4 Hospitals, 37 Primary Health Care Clinics and 14 Mobile Clinics. The challenge that is facing the district is that not all clinics open 7 days a week as some open 5 days a week only. Emergency Medical and Rescue Services are provided in the district; however, Ambulance Services are inadequate to provide an equitable and satisfactory service to all the communities within the district. HIV/AIDS, TB and Children not gaining weight are the leading problematic diseases affecting most uThukela communities.

Poverty is a major factor that predisposes the people of uThukela District to the diseases. The reality is that uThukela District does not have sufficient Health Services. The deployment of Health Workers is making a difference especially in rural areas, but it needs to be strengthening by deploying more Community Workers.

3.4.4.3 POLICE STATIONS

There are fifteen police stations, which are located within Alfred Duma (6), Inkosi Langalibalele (5), and Okhahlamba (4). Although these facilities are servicing the entire district municipal area most of these facilities are located within the urban centres of different municipalities, which is sometimes inefficient for the remote rural settlements.

3.4.4.4 SPORTS FACILITIES

uThukela does not appear to be well provided with sports and recreational facilities. The sport facilities are mainly found within the urban centres i.e. Ladysmith, Estcourt and Bergville Towns. A need exists to ensure that these facilities are rolled out within the rural areas.

3.4.4.5 PUBLIC TRANSPORT FACILITIES

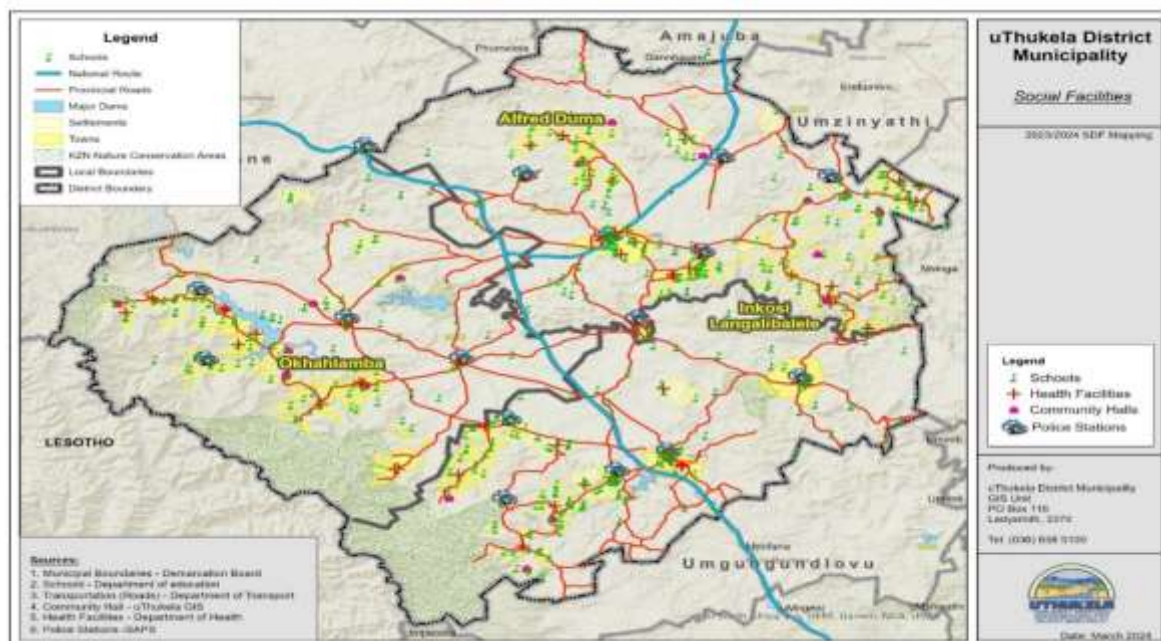
There are 31 minibus taxi ranks in the uThukela District Municipality area. A total of 25 ranks provides commuter services only, while the remaining six provide both commuter and long-distance services. Only ten of the 31 minibus-taxi ranks in uThukela are formal ranks, with 22 being located off-street of which nine ranks have any type of all-weather surfacing. Some of the projects that were prioritized in the Public Transport Plan (PTP) are completed and a total amount of R30 million is required to complete all the identified projects. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

Facility Name	Code	Status	Type	Ownership	On/Off Street	Paving
Alexander Street Taxi Rank	K234TT01	Formal	Taxi Rank	Municipal	Off-Street	Yes
Connor Street Taxi Rank	K234TT02	Formal	Taxi Rank	Municipal	Off-Street	Yes
Weenen Taxi Rank	K234TT03	Formal	Taxi Rank	Municipal	Off-Street	Yes
Hiathikhulu Taxi Rank	K236TT04	Formal	Taxi Rank	Municipal	Off-Street	Yes
Bergville Taxi Rank	K235TT05	Informal	Taxi Rank	Municipal	Off-Street	Yes
Emmaus Taxi Rank	K235TT06	Formal	Taxi Rank	Municipal	Off-Street	Yes
Lylle Street (Municipal) Taxi Rank	K232TT07	Formal	Taxi Rank	Municipal	Off-Street	Yes
Lylle Street (Private) Taxi Rank	K232TT08	Informal	Taxi Rank	Private	Off-Street	Yes
Illing Street Bus & Taxi Rank	K232PT09	Formal Informal	Bus Terminus Taxi Rank	Municipal	Off-Street	Yes
Driefontein Taxi Rank	K232TT10	Formal	Taxi Rank	Municipal	Off-Street	Yes
Ezakheni Taxi Rank	K232TT11	Informal	Taxi Rank	Municipal	Off-Street	Yes
Complex of Limehill (Uitval) Taxi Rank	K233TT12	Formal	Taxi Rank	Municipal	Off-Street	Yes

(SOURCE: DEPARTMENT OF TRANSPORT, 2025)

As evident from the table, above all these facilities are paved and in a relatively good condition which is creditable. The map shows the social facilities in the uThukela district.

SOCIAL FACILITIES



(Source: Spatial Development Framework, 2025)

NB

THE INSUFFICIENT OF THE FACILITIES SUCH AS RECREATION AND HEALTH WERE NOTICEABLE WHEN THE MUNICIPALITY WAS CONDUCTING THE IDP AND BUDGET CONSULTATIONS. VANDALISM OF COMMUNITY HALLS WAS ALSO A CONCERN.

3.4.4.6 COORDINATION OF COMMUNITY FACILITIES BETWEEN DEPARTMENTS

Regarding uThukela district municipality and its family of municipality's community facilities, the uThukela IDP Representative Forum, uThukela Service Providers/Sector departments Forum and mayoral stakeholder's engagement play a significant role in ensuring synchronization. The above-mentioned structures are effective in our District because all the relevant departments and local municipalities are part of these structures.

3.4.5 HUMAN SETTLEMENTS

3.4.5.1 HOUSING CHAPTER

In terms of the National Housing Act, every municipality must, as part of its process of integrated development planning take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by:

- Setting housing delivery goals
- Identifying suitable land for housing development
- Planning, facilitating, initiating, and coordinating housing development in its area of jurisdiction.

The Housing Chapter is a summary of the housing planning undertaken by a municipality and should be used together with the IDP. The Housing Chapter is a 5-year plan, which is reviewed annually. Therefore, it is not a comprehensive, stand-alone plan resulting from a separate planning process. This Housing Chapter is aligned with the Provincial Human Settlement Master Plan of KZN as well as the Multi Year Human Settlements Development Plan (MYHSDP) 2019 – 2024.

The main purposes of the Housing Chapter are as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives.
- To provide guidance in prioritizing housing projects to obtain consensus for the timing and order of their implementation.
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operations requirements
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development intervention in one plan.
- To ensure budget allocation to local and district municipalities as well as provinces are most effectively applied for maximum impact.
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructures investment.
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.

- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.

3.4.5.2 STATUS OF THE MUNICIPAL HOUSING SECTOR PLANS

The development of the Housing Sector Plans is the responsibility of the local municipalities in our family. The role of uThukela district municipality is to play a coordination role and to ensure that there is bulk available for the Housing projects.

The uThukela family of municipalities with the assistance from the department of Human Settlements has developed and adopted their Housing sector plans. The plans provide an analysis of the housing situation within the district and outlines strategies to address the backlog and the associated housing problems. It clearly indicates the growth of the urban core and the need to accommodate the ever-increasing demand for housing. The result of the influx is informal settlements or back-yard shacks. However, some of these plans need to be updated to provide appropriate guidance towards the development of sustainable urban human settlements. The following table shows the status of Housing Sector Plans in the uThukela family of municipalities.

NAME OF THE MUNICIPALITY	STATUS
Inkosi Langalibalele L M	Reviewed and adopted by Council
Okhahlamba LM	Reviewed and adopted by Council
Alfred Duma LM	Reviewed and adopted by Council

On top of that, a service provider has been appointed by the HDA and the Department of Human Settlements for the Development of the Kwa-Zulu Natal Provincial Multi-Year Human Settlements Development Plan (MYHSDP) 2019-2024. As part of the process, the service provider met with the uThukela family of municipalities on the 3rd March 2021 to compare, verify and collect data, which was included in the MYHSDP 2019-2024.

3.4.5.3 HOUSING NEEDS

The adopted Housing sector plans and the 2026/2027 IDP/Budget consultations of the family of municipality's shows the needs of the housing in the following areas. The following table summarises the areas that need housing:

NAME OF THE MUNICIPALITY	AREA
Inkosi Langalibalele L M	Hlathikhulu, Mandabeni, KwaDlamini
Okhahlamba LM	Zwelisha, Tabhane, Shiyabazali, Vimbukhalo
Alfred Duma LM	Driefonetin, Mhlumayo, Tholeni

3.4.5.4 MECHANISM FOR COORDINATION OF HOUSING PROJECTS

Monthly housing forums, IDP forums alignments of projects with other sector departments and stakeholders. The other Forum that is playing a significant role is the Joint Service Delivery Forum with other departments.

3.4.5.5 CURRENT PROJECTS AND THREE-YEAR PLANNED PROJECTS

The following tables replicates the current projects that are in the implementation stages and the three-year plan projects with committed funding in the uThukela family of municipalities.

CURRENT PROJECTS AND THREE-YEAR PLAN PROJECTS

PROJECT NAME	LOCALITY	REPOSIBLE MUNICIPALITY	TYPE (Phased Ongoing Periodic)	FUNDER	PROJECTS AND PROGRAMMES				
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Ezakheni C	-28,5205 29,9113	Alfred Duma Municipality	Current	KZN DOHS	R80 000				
Mthandi	29,82649 -28,616322	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
St Chads	29,87603 -28,580884	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
Thembalihle	29,91648 -29,53621	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		

Gumtree	29,8996 28,624079	- Alfred Duma Municipality	Feasibility	KZN DOHS	R1 000 000	R1 000 000			
Acaciaville Ph1	29,67205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Acaciaville Ph2 (20% Flisp)	29,66205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Colenso - A (5% Flisp)	29,85756 -28,752732	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Roosboom Ph2	29,695 -28,64833	Alfred Duma Municipality	Current	KZN DOHS	R500 000				
Paapkuilsfontein (5% FLISP)	29,85988 -28,982276	Alfred Duma Municipality	Current	KZN DOHS	R180 000				
Wembezi A Ph2	29,76858 -29,040865	Inkosi Langalibalele	Current	KZN DOHS	R200 000				

Wembezi C Ph3	29,76805 29,033379	- Inkosi Langalibalele	Current	KZN DOHS		R1 000 000	R2 000 000		
Ikhwezi	29,89942 -29,016927	Inkosi Langalibalele	Current	KZN DOHS	R500 000	R1 000 000			
Acton Homes	29,40937 -28,64028	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Colenso - B (5% Flisp)	29,82841 -28,75732	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Colenso - C (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Colenso - D (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Limit hill	29,80729 -28,53414	Alfred Duma Municipality	Feasibility	KZN DOHS	R500 000	R1 000 000			

Colenso 152/ R	29,91286 -28,628032	Alfred Duma Municipality	Feasibility	KZN DOHS		R200 000	R200 000		
Ezakheni E (20% Flisp)	29,91646 -28,604139	Alfred Duma Municipality	Feasibility	KZN DOHS			R500 000		
Rensburgdrift (5% FLISP)	29,89135 -28,976337	Inkosi Langalibalele	Feasibility	KZN DOHS		R1 000 000			
Nazareth	30,2097 -28,5021	Alfred Duma Municipality	Current	KZN DOHS		R300 000			
Vaalkop	30,19539 -28,467515	Alfred Duma Municipality	Current	KZN DOHS	R300 000				
Cremin	29,95168 -28,442964	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000			
Nkomkazini Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R120 000				

Nkomokazini Ph2 Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Bhekabezayo/ Dutch Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mafikeni/ Mkhanyoni Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Thembalihle – A	29,91648 -28,8814	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Ntsukangihlale B Rural Housing Project	29,04582 -28,731079	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mamfemfetheni Rural Housing Project	29,36398 -28,876095	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Nogaga - B Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

Hoffental – A	29,17743 -28,867722	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Hoffental – B	29,24693 -28,791313	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Mandabeni/ Vala/ Madolobheni Housing Project	29,53621 -28,989156	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mhlwazini - B Rural Housing Project	29,29463 -28,93023	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - A Rural Housing Project	29,38815 -28,887829	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - B Rural Housing Project	29,36597 -28,928441	Okhahlamba Municipality	Current	KZN DOHS	R1 300 000				
Masumpa -B Rural Housing Project	29,107 -28,680314	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

Sandlwana Rural Housing Project	29,09995 -28,831747	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Besters	29,69717 -28,437977	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Nogaga - A Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Intshukangihlale - A Rural Housing Project	29,07314 -28,677445	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Mhlwazini - A Rural Housing Project	29,17446 -28,910357	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Masumpa - A Rural Housing Project	29,09181 -28,6606	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Ogade Rural Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

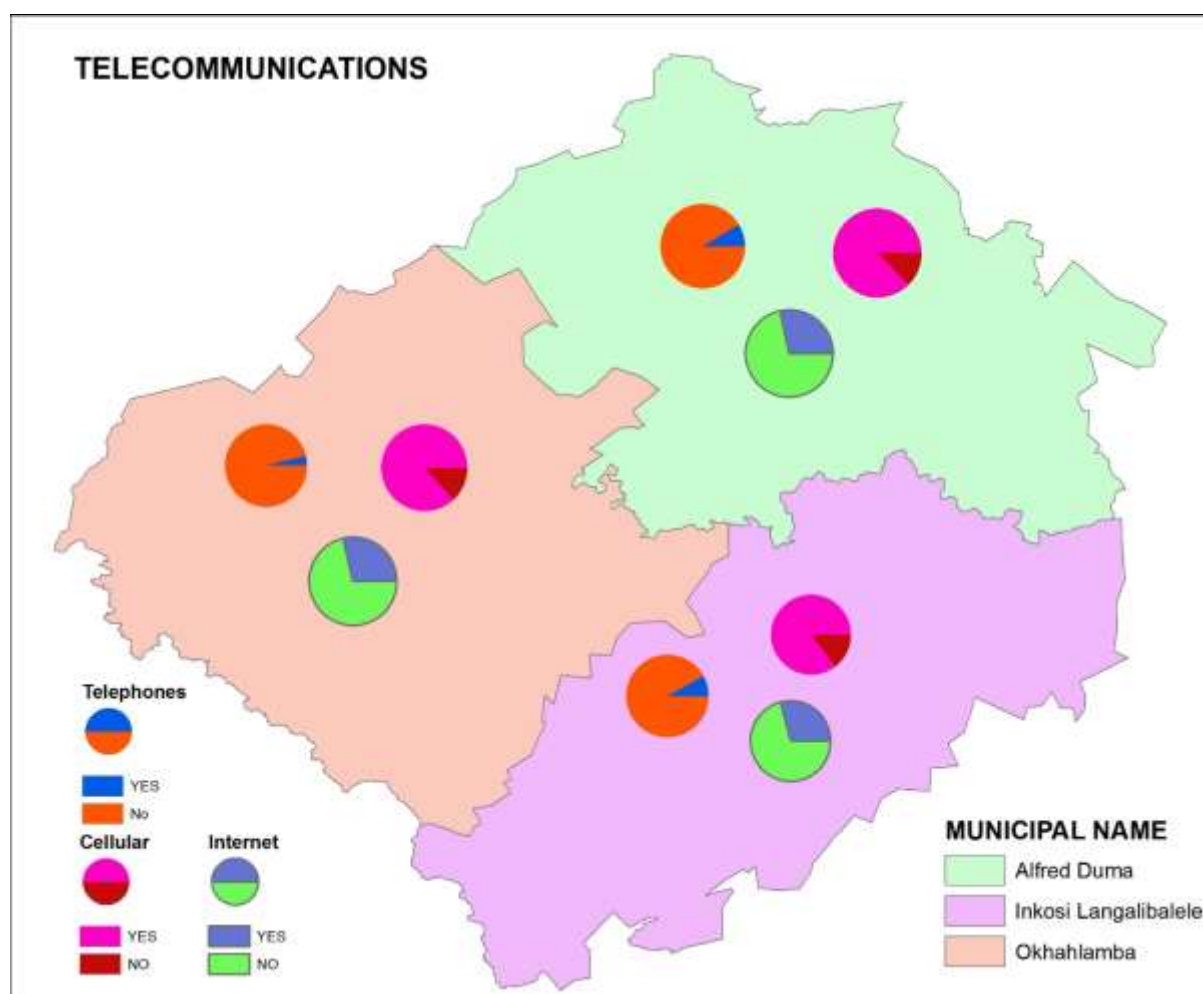
Mara Farm Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R60 000				
Ezakheni D Ph2	28 37' 02.1" S 29 56' 07.2" E	Alfred Duma Municipality	Current	KZN DOHS	R100 000				
Ekuvukeni	20 27' 57.6" S 30 09' 25.02" E	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000	R500 000		
Ezakheni D Ph3	28 36' 47.60" S 29 55' 54.53" E	Alfred Duma Municipality	Current	KZN DOHS		R500 000	R500 000		
Dunlop	28 32' 52.8" S 29 48' 41.76" E	Alfred Duma Municipality	Current	KZN DOHS					
Indoor sports Complex	28 34' 12.5 S 29 46' 00.8 E	Alfred Duma Municipality	Current	KZN DOHS	R500 000				

3.4.5.6 TELECOMMUNICATIONS

It is important to note that nearly 87% of households in uThukela have a cell phones. This may be a quick and effective way to directly communicate with households e.g., for giving notice of public meetings etc. The number of households who have access to landline is dropping drastically due the availability of cell phones. Access to internet is still a challenge in our district, only 28, 67% of households who have access to internet. The table and the map below depict the status of telecommunications in uThukela and its family of municipalities.

Local Municipality	Households		Landline/Telephone		Cell phone		Access to Internet	
			Yes %	No %	Yes %	No %	Yes %	No %
Alfred Duma	78 093	53.02	4.51	48.52	46.31	6.71	15.06	37.97
Inkosi Langalibalele	41 617	28.25	2.24	26.02	24.07	4.19	8.24	20.02
Okhahlamba	27 576	18.72	0.69	18.03	16.25	2.48	5.37	13.36
Uthukela District Municipality	147 286	100	7.44	92.57	86.63	13.38	28.67	71.35

(Source: STATS SA CENSUS, 2022)



(Source: STATS SA CENSUS, 2022)

3.4.6 UTHUKELA DISTRICT MUNICIPALITY COMPREHENSIVE INFRASTRUCTURE PLAN

Comprehensive Infrastructure Plan of uThukela district municipality fits into the annual municipal planning cycle, and it provides direction on the required institutional capacity as well as the Provides guidance on financial capex constraints and ***is aligned to Draft KZN Integrated Infrastructure Master Plan.***

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level serves as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that the necessary infrastructure be provided to address services backlogs, that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

In the first cycle of CIPs, the emphasis is on infrastructure needs and backlogs. Projects and initiatives are identified to address the critical shortages, which is then used to define funding requirements. Finally, institutional challenges are identified that affects housing, water, sanitation and wastewater, and roads in the uThukela family of municipalities.

It identifies the different challenges in the LM's, the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes, and structure, which have an impact on services delivery and the different needs for project implementation. All the above mentioned are taken into consideration to formulate an intervention plan for this municipality. The intervention plan is divided into an immediate impact, medium term, and longer-term plans.

3.4.7 PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT ELECTIONS

In the review of the 2026/2027 IDP, the elections of the National and Local Government were taken into consideration. The provision was made by the municipality, since the strategic development plan (IDP) which extends over five years aligning with the term of Council. Each year, we give a concrete expression of how we intend to give life to that 5-year plan within the permits and limits of every financial year. The provision was made through our grant funding and other sources of income. The idea is that every year during the IDP review and Budget preparation, the municipality will keep on monitoring the provision made.

Briefly, the uThukela district municipality makes provision for bulk water supply infrastructure projects every financial year, the list and the budget of the water and sanitation infrastructure projects are contained in this 2026/2027 IDP document.

3.4.8 BASIC SERVICE DELIVERY & INFRASTRUCTURE KEY CHALLENGES

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

KEY CHALLENGE

- ◆ Service Backlog (water and sanitation)
The municipality is experiencing backlogs as far as the water and sanitation is concerned. More houses are being built that makes it difficult for the municipality to eradicate the backlogs sooner.
- ◆ Ageing Infrastructure
The water and sanitation infrastructure at uThukela district municipality is very old and bursting pipes are a common denominator since those pipes are asbestos.
- ◆ Poor infrastructure maintenance strategies
Operational and maintenance budget needs to be reviewed at least to meet the required standard of 8%.

	♦ Water losses The municipality is losing a lot of water that is uncounted for due to unreported leaks etc. ♦ Failure to complete projects on time Some service providers are failing to complete projects as per the stipulated time which delays the supply of water to communities The municipality is losing a lot of water that is uncounted for due to unreported leaks etc. ♦ Vandalism of infrastructure The municipality is facing a very serious problem of vandalism of water and infrastructure that deprives the community of getting water.

3.4.9 SERVICE DELIVERY & INFRASTRUCTURE SWOT ANALYSIS

Strengths	Opportunities
♦ Well-planned, coordinated and developed infrastructure projects. ♦ Availability of Bulk infrastructure and services in urban areas to support district economy.	♦ Availability of Grants funding to financially support delivery of infrastructure. ♦ Public private partnerships. ♦ Existence of Intergovernmental relation
Weaknesses	Threats
♦ Poor infrastructure maintenance strategies. ♦ High level of water losses. ♦ Ageing infrastructure which causes non-sustainability of services provision ♦ Failure to spend infrastructure grants	♦ Increasing rate of illegal connections to water supply infrastructure. ♦ High rate of infrastructure vandalism. ♦ Prolonged turnaround time Eskom when applied for new power connection. ♦ Service delivery protests still do happen sporadically in areas such as Ntabamhlophe, Loskop, Hlathikhulu, Okhahlamba, Ekuvukeni, Pepworth, Roosboom etc.

3.5 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

This section should be read in conjunction with the recently approved LED Plan/strategy for 2026/2027. The LED strategy of the municipality that has been completed and adopted by the Council on the 29 May 2026.

Local economic development (LED) in uThukela district municipality is seen as one of the most important ways of reducing poverty. uThukela's LED aim is to create jobs by making the local economy grow. Local economic development focuses on the development of rural enterprises guided by the statistical population distribution of the district municipality. The 2011 and 2016 statistics indicate that 75% of the population of uThukela district municipality lives in rural areas. It is also responding to some of the Provincial Priorities, which are Rural Development, Food security, economic growth, and agrarian reform.

3.5.1 SOCIO-ECONOMIC IMPACT OF COVID-19

The COVID-19 pandemic is far more than a health crisis: it affected societies and economies at their core. It increased poverty and inequalities at a global scale, making achievement of SDGs even more urgent. The pandemic put a strain on the district economy, including small business owners and ordinary citizens. The economy was hit hard, and people lost their jobs, businesses, and their livelihoods. The study suggests that even now in 2024, the communities are trying to recover after the Covid-19.

Assessing the impacts of the COVID-19 crisis on societies, economies and vulnerable groups is fundamental to inform and tailor the responses of governments and partners to recover from the crisis and ensure that no one is left behind in this effort.

Without urgent socio-economic responses, global suffering will escalate, jeopardizing lives and livelihoods for years to come. Immediate development responses in this crisis must be undertaken with an eye to the future. The following indicates the potential impacts on the district economy:

Labour short time, retrenchment, no work available, especially low, and medium skilled workers, and those in informal employment.

Business fall in demand for durables and semi-durables, personal services, retail, recreation and Restaurants.

Business lost production time due to sick leave and quarantines.

Business public transport losses as individuals avoid taxis, buses, and trains.

Communities where public health is already at full capacity, likely to find difficult to access medical services, potentially leading to higher mortality rates exacerbated by underlying disease burden.

The poor may find it more difficult to recover from the outbreak due to lower accumulated savings, the impact of funeral costs and loss of breadwinner income. – Government – unsustainable public finances, increased need to reprioritise towards health while reducing spending in other priority areas.

The Stats SA Business Survey⁴ released on the 21st of April 2020 aimed at providing close to real time economic insight into the impact of the COVID-19 pandemic indicated that:

- Majority of businesses (85,4%) reported turnover below normal.
- 46,4% indicated temporary closure or paused trading activity.
- 50,4% expected their workforce size to stay the same & 36,8% reported to decrease in two weeks after survey.
- 28,3% indicated their workforce has decreased working hours and 19,6% reported laying off staff in the short term.
- 19,1% indicated that prices of materials, goods or services purchased increased more than normal.
- 30,6% indicated they can survive less than a month without any turnover, while 54,0% can survive between 1 and 3 months.

3.5.2 PROCESS FOLLOWED IN THE REVIEW OF THE UTHUKELA ECONOMIC DEVELOPMENT AGENCY ECONOMIC DEVELOPMENT STRATEGY AND UTM ECONOMIC DEVELOPMENT STRATEGY FOR 2026/2027 FINANCIAL YEAR

It is important to indicate that the uThukela district municipality economic development strategy for 2026/2027 financial year was prepared concurrently with the one of the Agency. This part aims to summarise the progress for the development of the uThukela Economic Development Agency (UEDA) Strategy and the uThukela Economic Development Strategy and its family of municipalities. The review was prepared amongst other things to respond to the 2025/2026 MEC Letter and to ensure relevancy.

The local economic development (LED) strategy for the uThukela District Municipality is a sector plan that forms part of the municipal IDP, and it aims to help local government and their partners to address the challenges facing the local economy. In other words, the LED strategy aims to build up the economic capacity of a local area to improve its economic future and the quality of life for all its residents. The LED strategy is a strategic yet meaningful guideline to the local municipality in terms of where it should focus its economic development initiatives.

The uThukela district municipality LED Strategy undergo a thorough review to address the needs of the municipality and to deal with the priority issues in alignment with the Municipal IDP. The LED Strategy included a matrix to assist with the selection and prioritisation of projects within the various sectors to enable strategic and focussed decision-making. A communication strategy to ensure a system of coordinated decision-making and a list of projects or investment opportunities to undergo fully-fledged feasibility studies and possible implementation in the next financial year, together with a list of potential private investors for each opportunity. Fully-fledged feasibility studies of the identified projects were undertaken.

DEVELOPMENT AGENCY STRATEGIC OBJECTIVES.

Create an enabling and business-friendly environment, thus ensuring the retention and attraction of local and international investments and promoting new business ventures working with all social and business partners to achieve prosperous, sustainable economic development for uThukela District by focusing on the following:

- *Maximizing the opportunities offered by our Unique Natural assets and Cultural Heritage*
- *Promoting intergovernmental relations and community participation in LED programs*
- *Diminishing poverty in the area through a broad-based skills development program,*
- *Supporting LED institutional capacity and programs of local municipalities and*
- *Supporting the conservation of our Natural Diversity*

NB:

The annual review of the LED Implementation Plan was undertaken in the review of the LED strategy since it is crucial element in the strategy, and it is crucial to mention that uThukela District LED Strategy integrate Social Labour Plans projects (from Mining and Quarry sectors) in the Implementation Plan.

The recently reviewed LED strategy is also specifying the LED capacity constraints or challenges that are faced by the municipality and its family of municipalities such as financial constraints to fund LED projects.

Below is the table indicating the approach used in the review to inform 2026/2027 LED strategy.

Phase	THUKELA LED	Deliverables
1. Project Inception	1.1 Confirmation of the project scope	<i>Inception Report and PSC Established</i>
	1.2 Finalisation of work plan and TOR for PSC developed	
	1.3 Initial Stakeholder Consultation List developed	
	1.4 Finalisation PSC Membership and Processes	
	1.5 Collation of required documentation	

STATUS QUO PHASE	. Review of LED Policy Environment and LED Structures in UThukela and surrounds	2.1 Review the implementation of previous uThukela LED	STATUS QUO REPORT
		2.2 Review recent relevant district, provincial & national	
		2.3 Identify LED support structures and review of structures	
		2.4 Determine success of existing monitoring and evaluation	
		2.5 Identify additional key stakeholders in LED for inclusion in	
		2.6 Ascertain LED Training Needs	
		2.7 Status on investment promotion, business support and	
	3. Socio-Economic Profile and Sector Analysis	3.1 Develop detailed socio-economic indicators (including	
		3.2 Review sector performance analysis	
		3.3 Overall economic trends analysis in key sectors: agriculture, industry, trade and commerce, tourism in	
		3.4 SWOT Analysis	
		3.5 Use profile as basis to review existing LED intervention.	
		3.6 Identify key intervention areas based on Socio-Economic	
	4.1 Engage with key stakeholders in business, agricultural,		
Phase		deliverables	
4. Strategic Development Framework for LED	4.2 Undertake realistic LED scenario planning with Key	Strategic Development Framework for LED and First Draft LED	
	4.3 Formulate key intervention areas identified from uThukela		
	4.4 LED Capacity Building Workshop		
	4.5 Determine desired performance of LED Structures		
	4.7 Identify required programmes to achieve strategic goals		
	4.8 Determine suitable LED projects aligned to the desired		
	4.9 Develop project prioritization process		
Phase 5: Project Prioritisation and Time-Lining	5.1 Packaging of existing projects identified	Detailed Project Database and Project Prioritisation Matrix	
	5.2 Developing of new projects		
	5.3 Confirmation of programmes and projects by PSC		
	5.4 Collective support for prioritization by the PSC and key		
	5.5 Finalization of Project Selection		
Phase 6: Monitoring & Evaluation Framework and Implementation Plan	6.1 Identify the key implementing requirements of each project and ascertain critical partnerships	M & E Framework Implementation Plan	
	6.2 Time frames and key actions and quantifiable measures identified for opportunity and tied into a specified		
	6.3 Draft a detailed action plan for execution and		
	6.4 Determine short, medium and long-term implementation		
Phase 7: Report Collation and Close-Out	7.1 Finalize Comprehensive LED Strategy Draft Report	Final LED Strategy and Close Out Report	
	7.2 Circulated for comment		
	7.3 Presentation to PSC		
	7.4 Incorporation of Comment and Feedback		
	7.5 Final report development and Close Out Report developed		

3.5.2.1 STATUS OF THE LED STRATEGY

*The LED strategy of uThukela district municipality and the uThukela agency to inform 2026/2027 was reviewed and adopted by Council on the 29 May 2026 and **is attached as an annexure.***

Comments from the MEC on LED section

During the 2025/26 financial year IDP assessment, the comments from the MEC on LED were as follows:

- The municipality is encouraged to align the activities of the uThukela Economic Development Agency to address the issues of Human Resource Capacity.
- The LED intervention funding remains constant through the years

In response to the MEC comments, the uThukela district municipality acknowledged the comments raised in the 2025/2026 IDP review.

The uThukela district municipality 2026/2027 IDP review has attempted to address the above comments that were raised during the assessment.

- The 2026/2027 IDP indicates that there are plans in place by the municipality to ensure that the alignment of activities of the parent municipality and the agency are in place.
- This was discussed at length in the strategic planning that the Agency must be a driver and source partnerships for projects implementation, this has started.
- The 2026/2027, IDP review indicates that the uThukela district municipality is doing everything in their power to implement strategies that will ensure that it increases the revenue collection so that it will be feasible for the municipality to allocate budget and to fill those vacant posts. The Agency has started negotiations with other potential investors that will assist the municipality.

3.5.3 INSTITUTIONAL ARRANGEMENTS FOR LED AND LED CAPACITY IN UTHUKELA DISTRICT MUNICIPALITY

uThukela district municipality has established an LED unit that responds to the community needs and responds to some of the Provincial priorities. The LED unit of uThukela district municipality consists of the Senior Manager Planning and LED, LED Manager, LED and Tourism officer, Rural development officer as well as LED officer. The purpose of LED is to create an enabling environment in which local people and institutions can make realistic and practical decisions to strengthen the local economy, create more jobs, promote new enterprises, including self-employment, and to improve the quality

and prospects of life for all. Within this context, the priority of the LED Unit within uThukela district is to promote socio-economic development and to create opportunities for sustainable and inclusive employment and increased economic activity. Following are the capacity constraints or challenges in the LED Strategy; Financial constraints to fund LED projects are identified in the recently adopted LED strategy.

Knowledge Management Research and Development

The uThukela district municipality has recognised the value of research, knowledge sharing and learning, drawing on best practices and lessons learnt from other organisations and the sector at large.

The uThukela district municipality has employed personnel that performs the function of Research and Knowledge Management. The unit is also augmented by the **UEDA** and the unit is fully functional. The municipality has since taken part in programmes that promote knowledge management and innovation coordinated within and beyond the Province of KwaZulu-Natal.

The objectives of the Knowledge Management Research and Development within the uThukela district municipality are as follows:

- To inculcate the culture of knowledge management in the organisation.
- To support development of solutions to identified problems and use best practices in municipal service delivery, infrastructure and non-infrastructure projects.
- Manage the uThukela beneficial research networks through partnerships with higher education, research and other related institutions.
- To facilitate internal and external knowledge creation and sharing (through relevant and accessible platforms)
- To stimulate internal research and development capability in bolstering innovation and solution creation.
- To entrench knowledge harvesting, organisation and retention towards systematising knowledge for retrieval and functional use.
- To promote international knowledge management exchange and benchmarking.

LED and Tourism forum

One of the comments that was made by the MEC for COGTA in the previous year's IDP Review was that uThukela district municipality was requested to strengthen the LED Forum to track the progress made about the progress made and the implementation of the strategic /catalytic projects identified.

In response to the call made by the MEC, uThukela district municipality has resuscitated its ***LED and Tourism forum, and it includes business sector as well***. The Terms of reference were developed and

adopted by the Council in June 2016. ***The LED and Tourism forum is functional***, and it meets once quarterly. The Forum is adhered to the approved TOR. There is a great improvement with stakeholders participating, especially from the family of municipalities, private sector, sector departments as well as the Chambers in the district.

uThukela district municipality invites the private sector for accessing the resources since they are a key contributor to alleviating poverty, interventions to promote growth and the private sector already 'does' development and has a shared interest in achieving 'development outcomes'.

The issues of alignment are taking place in this structure because most of the stakeholders are part of the Forum. The other structure that plays a significant role in alignment of LED is the November IDP engagement that takes place annually in preparing for the new IDP. The last engagement was on the 30 January 2026.

3.5.4 ECONOMIC DEVELOPMENT, NATIONAL, PROVINCIAL AND DISTRICT POLICIES

The uThukela LED strategy is formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the three Local Municipalities. ***(District LED strategy is informed by the strategies of the LM's)*** as well as the sector specific strategies that have been articulated for this purpose.

These are:

- Accelerated and Shared Growth Initiative for South Africa (ASGISA).
- Regional Industrial Development Strategy (RIDS).
- National Development Plan (NDP)
- National Framework for Local Economic Development in South Africa Provincial Growth and Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS) and The DPLGs Toolkit for Economic Development.

3.5.5 THE NATIONAL DEVELOPMENT PLAN 2011

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty, and inequality as some of the key challenges facing

South Africa and outlines several strategic interventions to address these issues. It also identifies the need to activate rural economies through the stimulation of small-scale agriculture, tourism, and mining investments (NDP 2011: 117).

The NDP set the seven strategic goals, which require all spheres of government to develop their action plan to address the national development plan challenges. The LED Strategy need to respond to goal number 1 being Job Creation. The plan such as the LED strategy needs to respond directly to the area specific issues, including the following strategic objectives:

- Unleash Agricultural Potential and develop knowledge base to enhance the knowledge economy.
- Enhance sectoral development through trade & investment.
- Improve the efficiency of government led job creation programmes.
- Promote SMME and entrepreneurial development.

3.5.6 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development strategy echoes the sentiments expressed in the National Development Plan and begin to provide key analytical points that identify **comparative economic advantage** that Provincial government seeks to harness through the strategy. The KwaZulu-Natal Province development vision is outlined in the Provincial Growth and Development Strategy. The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the province to 2035. The provincial vision was shifted from 2030 to 2035. It provides the province with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2016). Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The 2016 amended strategic goals and the associated vision and strategic objectives are reflected in figure below:



3.5.7 UTHUKELA DISTRICT MUNICIPALITY GROWTH & DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district but will rather focus on limited but strategic projects of high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan serve as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective.
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance.
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to

achieve the desired outcomes as expressed by the Vision by 2035.

- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives.
- Establishing a District Wide platform for Monitoring, Evaluation.

3.5.8 ALIGNMENT OF UTHUKELA 2026/2027 LED PROGRAMMES AND DGDP INTERVENTIONS WITH PROVINCIAL PGDS

STRATEGIC GOAL	PGDS STRATEGIC OBJECTIVES	LED STRATEGIC PROGRAMMES	UTHUKELA STRATEGIC INTERVENTIONS IN ORDER TO ALIGN TO PGDS/DGDP
INCLUSIVE ECONOMIC GROWTH	Develop and promote the agricultural potential of KZN.	Agriculture and Rural Development Strategies	• Agri Park Implementation • Expediting resolution of land claims • Specific agricultural technical capacity building for production systems • Investigation of the feasibility and locality of an abattoir • District Agri-processing Hub • Revive the Farmers Association relationship with District and Local Municipalities who will also investigate alternative production methods e.g no-till agriculture. Institute training programmes. • Support livestock farming, establish grazing camps, fence & protect them
	Enhance sectoral development through trade, investment & business retention	Economic Summit and facilitation of TIKZN workshops and packaging of incentives	• uThukela Economic Summit • TIKZN Marketing Packaging Workshop
	Promoting SMME, Entrepreneurial and Youth Development	SMME Support Programmes and facilitation of training and support from the Department of Small Business Development	• Agri Park Implementation • SMME Support Programme • District Informal Trader Support • RASET implementation

	Create developed and expanded business sector comprising of the full spectrum of large, medium, small, micro informal businesses	SMME Support Programme and Economic Summit	• SMME Support Programme • Economic Summit • District Informal Traders Support • RASET implementation
	Enhance the Knowledge Economy	District Informal Trader Support Programme, Economic Summit and SMME Support Programmes	• District Informal Traders Support • SMME Support Programme • Economic Summit • TIKZN Marketing Packaging Workshop

3.5.9 UTHUKELA AND ITS FAMILY OF MUNICIPALITIES CATALYTIC PROJECTS

“Catalytic projects are large-scale development projects, which directly stimulate and leverage much higher levels of development and initiation of further projects. They usually require significant capital investment and infrastructure which lead to further growth of a value chain and increased private investment.” - KZN PGDP

The following attempts at unpacking the uThukela and its family of municipalities’ catalytic projects as aligned to uThukela One Plan:

KEY ISSUES	Target 2037 - 2042	RESPONSIBLE STAKEHOLDER	LEAD AGENT / RESPONSIBLE PERSON	BUDGET VALUE	BUDGET SOURCE
i. District wide re-engineering of water and sanitation infrastructure	Report on the implementation of the Water and Sanitation Master Plan	uThukela DM uMngeni- uThukela Water (UUW) COGTA DWS	GM Water and Sanitation Services (uTDM)	R2.6b	Gov
ii. Drakensberg Cable Car	Monitor implementation and operations	OLM EDTEA TIKZN Private Investor	EDTEA/TIKZN	R1.1b	Gov & Private

iii Colenso Gas	Project Monitoring	Dunrose COGTA DTI ADLM ILM	Dunrose	\$2b	Private
iv. Ladysmith Indoor and Aerodrome Nodal Plan	Project Monitoring	ADLM	ADLM	R200m	Gov
v. Ezakheni, Ithala Industrial Area Special Economic Zones (SEZ	Project Monitoring	ADLM	ADLM	R40m	Gov
vi. Estcourt Special Industrial Zone	Project Monitoring	ILM	ILM	R245m	Gov
vii. Eco-Space Container Development	Project Monitoring	ADLM	ADLM	TBD	Gov

NB: THE REVIEWED 2018 /2019, DGDP OF UTHUKELA CONSISTS OF AMONG OTHER THINGS THE INDICATORS, TARGETS, LEAD RESPONSIBILITY&PARTNERS, UTHUKELA FAMILY OF MUNICIPALITIES INTERVENTIONS AS WELL AS TIMEFRAMES

3.5.10 UTHUKELA DISTRICT GROWTH AND DEVELOPMENT SUMMIT 2018

uThukela district municipality and its family of municipalities hosted the Growth and Development Summit on the 25-26 June 2018. The summit was hosted under the following theme:

“Stimulating Local Economic Development of the uThukela district and its family of municipalities Through Shared Growth Initiatives”.

3.5.11.1 PURPOSE OF THE SUMMIT

The purpose of the uThukela district growth and development summit was to accomplish the following:

- To discuss and agree on the long-term vision and direction for development in the uThukela district.
- To solicit stakeholder consensus in setting the strategic framework for the development of the District as set out in the draft uThukela DGDP.
- To start a process of forming partnerships with stakeholders, thereby establishing a clear

institutional or governance structure to drive development in the district.

- To finalize the prioritization of the catalytic infrastructure projects.
- To finalize the process towards the approval of the draft uThukela District Growth & Development Plan.

3.5.11 UTHUKELA LED VISION

The uThukela District Municipality LED vision is:

“The development of a local economy characterised by sustained economic growth, a diversity of sectors and the development of firms, which is inclusive of all local residents through job creation, skill development and training, and poverty reduction, in both urban and rural areas”

3.5.12.1 LED STRATEGIC PROGRAMMES

The following strategies are proposed to realise the above uThukela LED vision:

- Manufacturing Development Strategies.
- Business Development Strategies.
- Agriculture and Rural Development Strategies.
- Tourism Development Strategies.
- Spatial Restructuring and Infrastructure Development Strategies.
- Training and Skill Development Strategies; and Poverty Reduction Strategies

The formulation of the LED Strategy was informed by several economic development proposals and the sub-sector visions, goals and pertinent interventions have been included within in this report. The below figure depicts the strategies to realise the vision as well as other related strategies that do not form part of the LED Strategy but are critical. These include improving living conditions and supporting the development of more skilled and capable human capital.



3.5.11.1.1.1 RURAL DEVELOPMENT PLAN

uThukela district municipality is 75% rural and therefore it is imperative to have a plan that aims at developing those areas. It is against that backdrop that the Department of Rural development prioritised uThukela district as one of the rural municipalities to develop the plan. The initial rural development plan was developed and ***adopted by Council on the 31 May 2017, and*** The Department of Rural Development and Land reform reviewed it to ensure its relevancy; ***Council adopted it on the 31 May 2019.***

The plan is under implementation by the uThukela and its family of municipalities, and it has a 20-year implementation cycle.

The formulation of the Rural Development Plan for uThukela DM adopted the principle of sustainable development. Management, planning, and development decisions based on integration of economic, environmental, and social considerations. Development of a strong, growing, and diversified economy should enhance the capacity to protect the environment. Acknowledgement should be made of the need for community consultation and participation in decision making to achieve cooperative response to environmental, economic and community issues.

3.5.11.1.1.2 UTHUKELA DISTRICT AGRI- PARK

uThukela district municipality is part of the 27 rural districts that was identified to develop Agri – Parks. The Department of Rural Development and Land Reform put aside an amount of R2 billion that was

equally riven among the 27 rural districts. The aim of this program is to develop the rural economy. In uThukela, the site for the Agri-Park is in Okhahlamba local municipality and is operational.

The Department of Rural Development and Land Reform (DRDLR) was working with various stakeholders to establish 44 Agri-parks across the country to kick-start rural economic transformation in the identified areas. The establishment of Agri-parks is a component of the DRDLR mandate to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. The CRDP focused on enabling rural people to take control of their destiny and deal effectively with rural poverty with the support of government. According to the DRDLR, this will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.

An Agri-park is a networked innovation system of agro-production, processing, logistics, and marketing, training, and extension services, located in a District Municipality. The uThukela agri-park is situated in Okhahlamba local municipality. As a network, it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The Agri-park comprises three distinct but interrelated basic components:

- The Farmer Production Support Unit (FPSU) -a rural smallholder farmer outreach and capacity building unit that links with farmers and markets. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation.
- The Agri-hub (AH) - a production, equipment hires, processing, packaging, logistics, innovation, and training unit.
- The Rural Urban Market Centre (RUMC)

While the uThukela Agri-Park is seen as the main market or destination point for products emerging from traditional areas and land reform farms, there is also an opportunity to link or expand the market base with other production units that have their presence within the district municipality area. This may include but not exclusively limited to:

- Nestle in Estcourt.
- Clover in Estcourt.
- Abattoirs in Estcourt, Ladysmith, Winterton, Weenen and Bergville.
- Maize Mills in Winterton.

3.5.11.1.1.3 RADICAL AGRARIAN SOCIO-ECONOMIC TRANSFORMATION (RASET)

The department of Economic Development, Tourism and Environmental department have set aside R57 million for the coming financial year to be allocated for the Radical Agrarian Socio-Economic Transformation (Raset) programme initially launched with government procuring agricultural produce from small-scale farmers at community level. The department wanted to ensure that they provide support needed by SMMEs. The department of Economic Development, Tourism and Environmental Affairs is also committed to train small, micro-, and medium-sized enterprises (SMMEs) since the lack of training contributes to their collapse and unsuccessful operations.

The RASET programme aims to create benefits to emerging farmers by creating an alternative value chain in the agricultural produce sector by producing produce for the consumption of governmental institutions. The programme aims to develop sustainable food value chains, the suppliers of produce and employment opportunities through the development of emerging farms with signed agreements between suppliers and farmers. Through this initiative, government wishes to uplift local and rural communities and stimulate the district wide economy.

THE STATUS OF RASET IN UTHUKELA DISTRICT MUNICIPALITY

- In uThukela district family of municipalities, R3 000 000 Grant for the implementation and support of RASET was received from COGTA on 4 December 2018
- RASET Champion was appointed.
- A Business Plan was prepared and is in place.
- Several RASET Engagement meetings were held with COGTA, and a PSC has been established.
- EXCO and Council was briefed about the RASET concept and their roles.
- and the grant was spent.

3.5.11.1.1.4 UTHUKELA ECONOMIC DEVELOPMENT AGENCY

The KZN (COGTA) in partnership with the South African Local Government Association (SALGA) through an appointed service providers have undertaken to support the uThukela District Municipality in the implementation of the Cabinet Legotla Resolution 2013, that say each district municipality shall establish District Development Agencies (DDA) to implement and facilitate local economic development projects in their respective jurisdictions.

The uThukela district municipality has established the District Development Agency as to comply with the Cabinet Lekotla resolution. The official name of the agency is the ***uThukela Economic Development Agency (PTY) Ltd. The uThukela Economic Development Agency is functional.***

The main objective of the uThukela economic Development Agency (PTY) LTD is to implement and facilitate local economic development projects within the family of municipalities. The other role of uThukela Economic Development Agency is source funding for the uThukela and its family of municipalities, of which they have started with the sourcing of funds from potential investors. On 25 October 2016, five Board Members were appointed to the uThukela District Development Agency. They were members that represented the sectors of Business, Legal, Agriculture, Tourism, Business, Finance and Accounting. Following these appointments, the need was raised for Board Members representing the fields of Production and Community Development. The five board members are as follows:

Dr K Nduli (chairperson)

Mr B Kubheka

Mrs M Asmal

Mr. W Kunene

Mr. M Sithole

Ms N Zikalala

On top of that, the Acting CEO, Mr Sibisi was appointed while they are finalizing the permanent appointment of the CEO since the CEO contract expired. They are staff that were seconded from uThukela district, Okhahlamba and Alfred Duma to the Agency.

The uThukela Economic Development Agency is coordinating the implementation of the Afristarch project, and the details of this project are as follows:

PROJECT NAME	ESTIMATED BUDGET	FUNDER	LOCALITY	FINANCIAL YEAR	STATUS
Afristarch project	The total cost of investment estimate is R565m	signed NDA and currently in negotiations with the IDC, NEF, DTIC, AFEXIM Bank and the DTIC to fund both the project preparation and the project execution phases through loans and equity in the project	Alfred Duma LM	the project is anticipated to be completed in December 2025	The project is at the Bankable Feasibility Study Phase

3.5.12.2 ECONOMIC DEVELOPMENT PARTNERSHIPS

The challenges and demands of economic development at local level have highlighted the importance of partnerships involving role players such as the public sector, private sector, NGO's, and CBOs. The public sector, through policy and investment in infrastructure, has a significant impact on creating the context and parameters for private sector investment. The challenge is to ensure that public sector investments create the confidence for the private sector to respond, particularly through partnership opportunities. The following partnership arrangements in uThukela district municipality:

Public Driven – Community Development Partnerships: This approach is based on the public sector as primary driver of development with strong community development objectives. This model is specifically designed to manage urban regeneration programmes with an emphasis on redevelopment of lagging areas with a focus on targeted infrastructure investment to direct and drive development.

Private Driven-Political Partnerships: This approach is driven by private sector but mobilising community and political support to gain the necessary approvals.

Public Driven-Private Response Partnerships: This approach has been used in areas where the private sector has not been active in economic development and attempts are made to entice the private sector to participate.

Public-Public Partnership: Municipalities need to form partnerships with other municipalities and government departments to ensure that services are delivered concurrently, effective, and efficiently.

CBO/NGO Driven- Public Assisted Partnership Private Model: This approach involves a community-based organization (e.g., NPO or co-operative) taking primary responsibility for an economic development initiative with the public sector providing financial support, approvals, and authorisations.

The Municipality has partnership with the following partners:

- Umnambithi TVET college
- SEDA
- EDTEA
- NYDA

The following are the stakeholders that the municipality is partnering with in developing SMMEs and improving the informal trading sector within the district:

- Umnambithi TVET college
- COGTA
- EDTEA
- SEDA and NYDA

3.5.12.3 BUILDING ECONOMIC DEVELOPMENT INSTITUTIONAL CAPACITY

CoGTA KZN undertook a benchmarking assessment of Local Economic Development (LED) maturity during 2012. An implementation plan contained the following recommendations for the uThukela district municipality:

- Use the District's register of businesses to profile the potential private sector partners, and better structure and select the LED interventions.
- Fill the many LED vacancies as a matter of urgency, with suitably qualified and experienced individuals who can manage the implementation of the LED strategy.
- Consider revitalising the District LED Forum.
- Adapt the District's communication strategy to better target key stakeholders through specialised communications channel and approaches appropriate for the context.
- Creating a LED unit, which could carry out its mandate, through specific actions relating to budget allocation, and LED learning.
- Undertake regular implementation review and adjust the strategy implementation plans accordingly, using in-house capacity. This requires developing internal analytical and project management skills where this is lacking.

NB: *It must be noted that the above-mentioned recommendations were implemented by uThukela District Municipality in ensuring that the LED is taken seriously.*

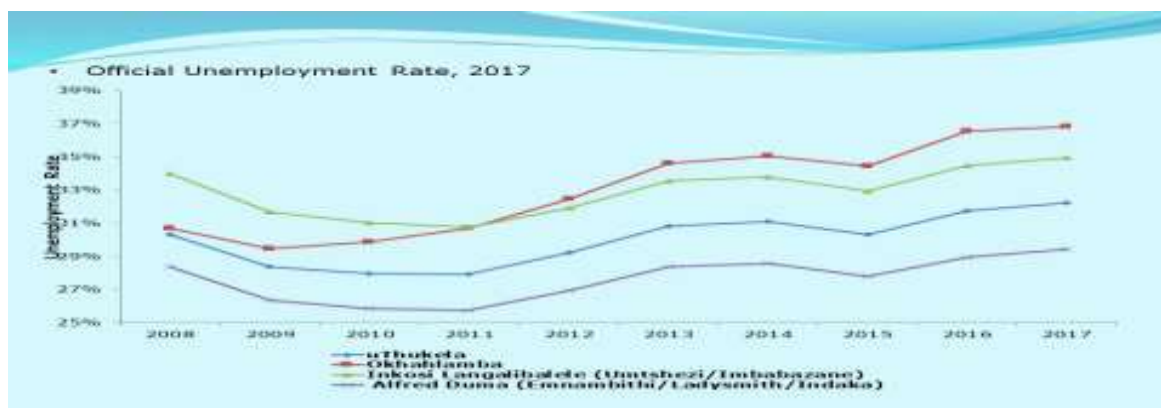
3.5.12 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

3.5.13.1 EMPLOYMENT STATUS

The unemployment rate in uThukela district municipality was sitting at 31.8% in 2016 and 32.2% in 2017. The trend is that in the uThukela district and its family of municipalities, the unemployment rate is accumulative.

The Alfred Duma local municipality unemployment rate was sitting at 29.0% in 2016 and 29.4% in 2017. Inkosi Langalibalele local municipality recorded the unemployment rate of 34.5% in 2016 and 34.9% in 2017. Okhahlamba local municipality was sitting at 36.5% in 2016 and 36.8% in 2017. The figure below depicts the picture of unemployment rate in uThukela and its family of municipalities from 2008 to 2017.

The figure below illustrates the unemployment rate per local municipality from 2008 to 2017.

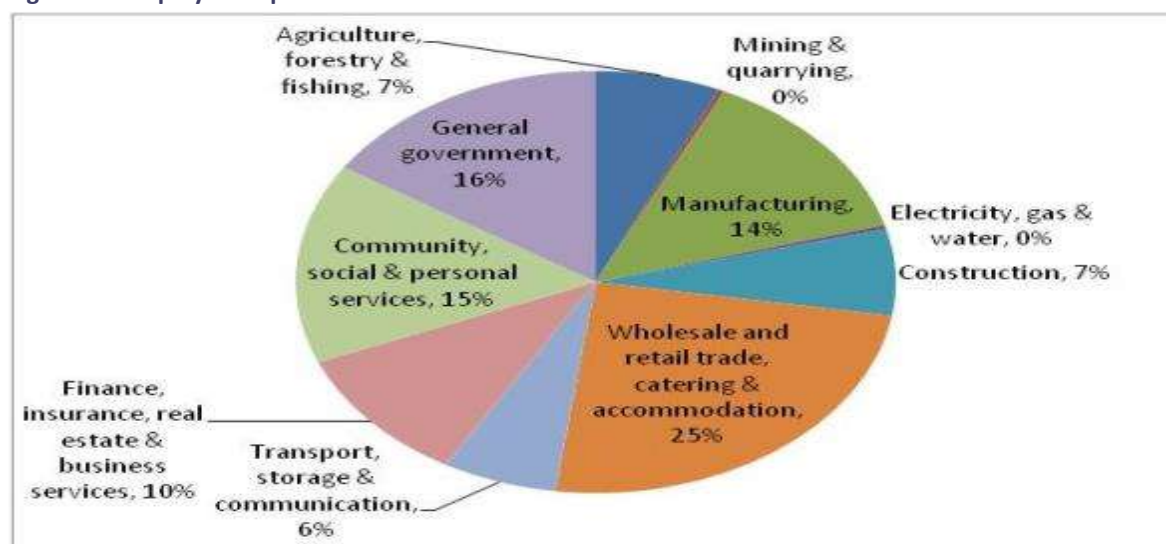


Source: STATS SA COMMUNITY SURVEY, 2016

3.5.13.2 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2020 was wholesale and retail trade, catering, and accommodation at 25%. This was followed by the government at 16% and community, social and personal services at 15%. Employment in the primary sector comprised around 7% of total employment in the district in 2020.

Figure 11: Employment per Sector

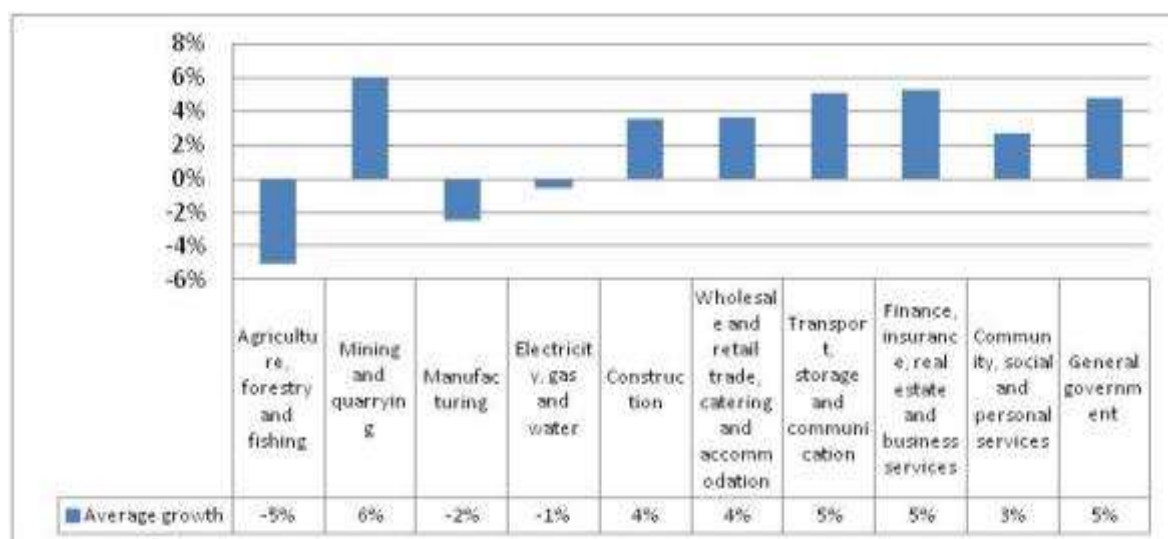


Source: STATS SA CENSUS, 2011

From an employment growth perspective, the agriculture, manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between 2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance,

insurance, real estate, and business services; transport, storage, and communications; and general government (all 5% growth respectively).

Figure 12: Average Growth in Employment per Sector 2001 - 2011



Source: STATS SA CENSUS, 2011

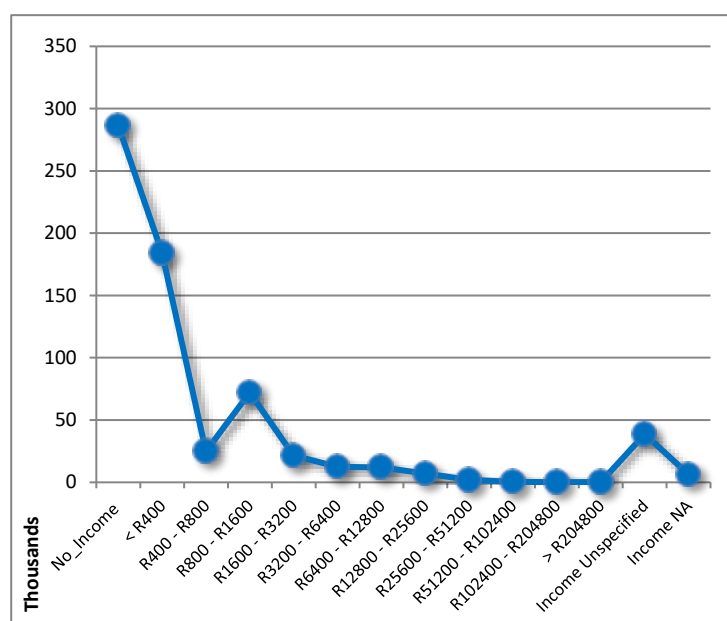
3.5.13 INCOME LEVEL

3.5.14.1 INDIVIDUAL INCOME

Approximately 286, 410 (i.e., 42.8%) of the population have no source of income and about 184, 170 (i.e., 27.5%) earn less than R400 per month which translates to almost 70.3% of the population leaving below the poverty line. Approximately 2,894 of the population in uThukela earn over R25, 600 per month. These people work around Ladysmith, Estcourt, and Bergville in senior management and professional positions in government and private institutions. The diagram and table below illustrate.

INDIVIDUAL MONTHLY INCOME	
No Income	286410
< R400	184170
R400 - R800	24891
R800 - R1600	72182
R1600 - R3200	21541
R3200 - R6400	12597
R6400 - R12800	11936
R12800 - R25600	7149
R25600 - R51200	2022
R51200 - R102400	347
R102400 - R204800	273
> R204800	252
Income Unspecified	38808
Income NA	6247

Source: STATS SA CENSUS, 2011



3.5.14.2 HOUSEHOLD INCOME

Household income can be used as a proxy for the economic well-being of households and individuals, as it determines their consumption and savings potential. Changes in the income by households is one of the direct indicators available that can be used to establish who benefits from economic development and how much the beneficiaries are benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e. R1 228 801-R 457 600) has decreased throughout the years.

The table below shows the households income of uThukela district municipality and KZN province in 2022.

INCOME CATEGORY 2022	KZN 2022	UTHUKELA 2022
No income	387,240	233150
R 1 - R 4800	135,843	8,876
R 4801 - R 9600	217,220	17,024
R 9601 - R 19 600	494,870	32,817
R 19 601 - R 38 200	500,449	31,121
R 38 201 - R 76 400	300,450	15,365
R 76 401 - R 153 800	210,595	9,339
R 153 801 - R 307 600	158,363	6,174
R 307 601 - R 614 400	98,245	3,271
R 614 001 - R 1 228 800	30,829	638
R 1 228 801 - R 2 457 600	9,201	253
R 2 457 601 or more	6,017	254
Unspecified	107	3
Grand Total	2,539,9	157,286

Source: STATS SA CENSUS, 2022

3.5.14 MAIN ECONOMIC CONTRIBUTORS

3.5.15.1 GROSS VALUE ADDED (GVA) CONTRIBUTION

The total value of goods and services produced in uThukela in 2011 was R13.4 billion, contributing 5% to the provincial economy. The district's GVA contribution grew to an average of 6% per annum between 2006 and 2011, which is above the overall average for KZN of 4%. This is attributed to the high average growth in Okhahlamba, Alfred Duma and Inkosi Langalibalele municipalities.

The table below shows the GVA contribution of KZN, uThukela and its local municipalities in 2006 and 2016.

Table 12: GVA Contribution

	2006	2011	2016	Average Annual Growth 2006-2016
KZN	239 894	277 530	277 530	4%
uThukela	10 110	13 472	13 472	6%
Alfred Duma	4 892	5624	6204	13%
Umtshezi	1 888	2779	4097	16%
Okhahlamba	1 982	3141	3141	10%

Source: STATS SA CENSUS, 2011 and community survey 2016

3.5.15.2 GVA CONTRIBUTION PER SECTOR

The table shows the GVA contribution per sector in constant prices for the district municipality from 2001-2011. The most significant sector in 2011 was manufacturing, which contributed 21% to the district's total GVA. This was followed by wholesale and retail trade, catering, and accommodation at 17%; and then finance, insurance, real estate and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%. From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate, and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum.

Table 13: GVA Contribution per Sector

	2001	2006	2011	Average annual growth 2001-2011
Agriculture, forestry and fishing	425	619	946	8%
Mining and quarrying	90	75	76	-2%
Manufacturing	1 917	2 389	2 857	4%
Electricity, gas and water	333	378	402	2%
Construction	184	249	394	11%
Wholesale and retail trade, catering and accommodation	1 116	1 688	2 342	8%
Transport, storage and communication	806	1 326	1 873	9%
Finance, insurance, real estate and business services	833	1 433	2 069	10%
Community, social and personal services	475	617	730	4%
General government	1 116	1 334	1 784	5%

Source: STATS SA CENSUS, 2011

3.5.15.3 AGRICULTURAL SECTOR

Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people. The sector had one of the highest average annual growth rates in terms of GVA at 8% for 2001 to 2011, although employment growth was negative at -5% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2007, which is in line with provincial trends in the sector.

The sector contributed 7% to total GVA and employment within the municipality in 2011. The municipality's agricultural sector contributed 7% to total agricultural GVA of KZN in 2011, up from 4% in 2001. Employment in uThukela's agricultural sector as a proportion of total agricultural employment in KZN was 8% in 2011, also up from 4% in 2001. Commercial agriculture occupies a large portion of the municipal land area, but subsistence farming is the dominant activity in the municipality.

Table 24 below shows the relative contribution of uThukela's agricultural sector in 2001, 2006 and 2011.

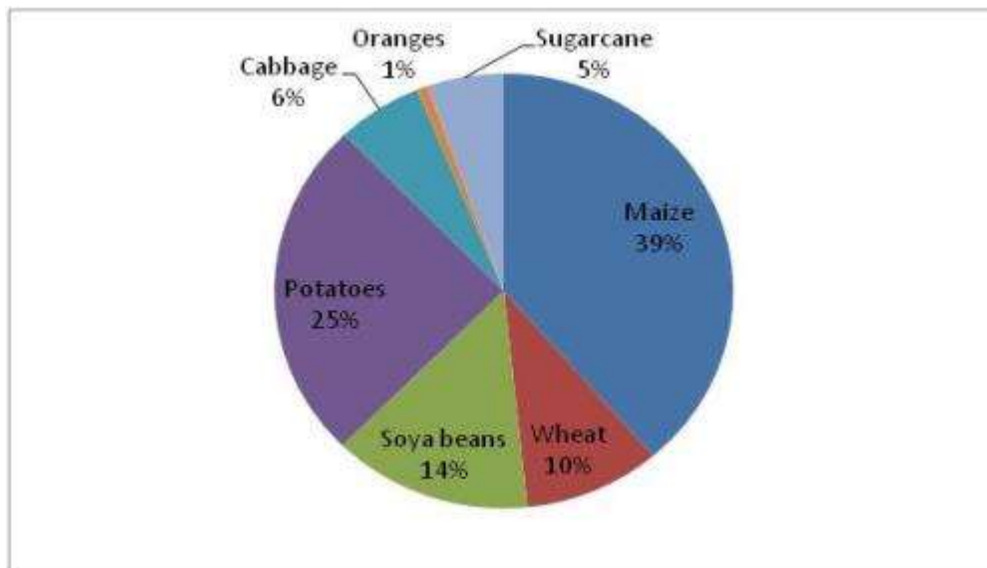
Table 14: Contribution of Agriculture to the uThukela District's Economy

	2001	2006	2011
uThukela's agriculture, forestry and fishing GVA contribution (Rm)	425	619	946
Relative contribution to total GVA within uThukela	6%	6%	7%
Relative contribution to total GVA within KZN	4%	6%	7%
uThukela's agriculture, forestry and fishing employment contribution	13 772	16 305	7 959
Relative contribution to total employment within uThukela	14%	15%	7%
Relative contribution to total employment within KZN	4%	6%	8%

Source: (Department of Agriculture, 2014)

According to the 2007 Census of Agriculture, there was approximately 63 000 ha of area planted to crops in the district in 2014. The main crop planted was maize followed by potatoes, with the main areas for cropping being Estcourt and Bergville.

Figure 13: Crops Planted in uThukela District in 2018



Source: (Department of Agriculture, 2018)

In addition, there were 1 million chickens, 56 000 pigs, 47 000 cattle and 26 000 sheep in the district in 2018. Beef ranching dominates in Alfred Duma local municipality, whilst chickens are the dominant activity in Inkosi Langalibalele local municipality. The main area of sheep and pig farming is also in Inkosi Langalibalele local municipality.

The challenges facing agriculture in the district are:

- ⇒ Traditional value systems hinder the ability of communal farmers to become more commercialized as the economic value of their livestock is not appreciated.
- ⇒ Poor herd quality in terms of cattle means that commercialization of cattle farming is limited.
- ⇒ Stock theft is a major problem in the district.
- ⇒ Failure of land reform to produce viable and sustainable farming operations.
- ⇒ Communally owned cattle represent a huge proportion of stock in the district, and this asset needs to gear further investment in agriculture.
- ⇒ Whilst it is important to identify potential value-adding opportunities, these must be done within the context of the broader economy and impacts on businesses elsewhere in the supply chain.
- ⇒ There is a need to make people directly responsible for their farming activities and their own success.
- ⇒ Make use of existing knowledge systems within communities to make agriculture a success.
- ⇒ There is a need to develop incentives and tax breaks to support investment in industry.

- ⇒ There is a need to improve perceptions of the agricultural industry so that it is appealing to the younger generation.
- ⇒ Farmers in the region are concerned about the threat of land claims and land grabs.
- ⇒ There has been a steady decline over time in the number of people entering agriculture given the challenges faced by farmers and the attractiveness of other sectors to the younger generations.
- ⇒ There seems to be a sense of disillusion from commercial farmers with government and programmes to mentor emerging farmers.
- ⇒ There is a need to identify agricultural activities that are labour intensive and develop these to address some of the employment issues that exist.

3.5.15.4 TOURISM

The current tourism destinations (or regions) that fall within the district municipality are the 'Battlefields' and 'Drakensberg' destinations (as defined by TKZN). The assessment of tourism in the municipality is based on data available for these destinations. The information provided in this section is sourced from the uThukela Tourism Strategy (2012).

3.5.15.5 FOREIGN TOURISM

The following is a summary / statistic of the tourism trends in uThukela District:

- ⇒ An estimated 162 967 foreign tourists visited the district municipality in 2010. This is based on 126 492 tourists to the Drakensberg and 36 475 tourists to the Battlefields.
- ⇒ The main source markets of foreign tourists in the district are the UK, Germany, Netherlands and USA (as reported in the uThukela tourism strategy);
- ⇒ The average spending per trip of foreign tourists to the district municipality is reported in the tourism strategy as R7 215. This is equivalent to the average spend per trip reported by TKZN for all foreign tourists to KZN.

3.5.15.6 DOMESTIC TOURISM

- ⇒ The district received an estimated 349 860 domestic trips in 2019. This is based on 295 148 trips to Drakensberg and 54 713 trips to the Battlefields. The market share of total trips to the Drakensberg and Battlefields is therefore 26% and 23% respectively.
- ⇒ The average length of domestic tourists stay to the Drakensberg is reported in the uThukela tourism strategy as 4.5 nights, with the length of stay to the Battlefields at 2.0 nights.

- ⇒ The main domestic source markets in the district are Gauteng and KZN itself.
- ⇒ The average spend per trip of domestic tourists to the district municipality is reported in the tourism strategy as R710. Again, this is equivalent to the provincial figures in terms of average spending.

3.5.15.7 EMPLOYMENT IN TOURISM IN UTHUKELA

The total number of people employed by tourism in the district is estimated at 2 968 direct and 4 544 direct and indirect (Urban Econ Tourism, 2012). This equates to around 3% of provincial employment in tourism (direct).

3.5.15.8 TOURISM RESOURCES AND FACILITIES IN UTHUKELA

The district is rich in natural, cultural, and historical heritage with the major attractions being the uKhahlamba-Drakensberg World Heritage Site and the Battlefields. In addition, the municipality has cross-boundary linkages with Lesotho and the Free State (e.g. through the Maloti Drakensberg Trans frontier Project); Amajuba and uMzinyathi Districts (e.g. Battlefields); and the midlands (including the Midlands Meander).

3.5.15.9 INVESTMENT IN TOURISM IN UTHUKELA

The uThukela tourism strategy indicates that no baseline data could be obtained on the status of tourism investment in the municipality. The following priority tourism projects are identified in the uThukela tourism strategy for future investment and have relevance to the LED Strategy:

- ⇒ Establishment of an uThukela tourism route.
- ⇒ Expansion and consolidation of Weenen Game Reserve and potential to establish it as a Big Five reserve.
- ⇒ Restore Umsuluzi Game Reserve near Colenso;
- ⇒ Upgrade the rock art centres in Okhahlamba and develop environmental interpretation centres;
- ⇒ Cableway in the Drakensberg;
- ⇒ Develop township and rural tourism projects;
- ⇒ Develop a themed heritage and cultural route along the R74;
- ⇒ Develop a new conference venue in the district;
- ⇒ Reconstruction of Royal Natal Hotel;
- ⇒ Develop a themed tourism information node/hub and district craft hub along the N3 and N11; and
- ⇒ Establish a hospitality and tourism training centre in the district.

3.5.15.10 STATUS OF SMALL MEDIUM AND MICRO ENTERPRISE (SMME) IN UTHUKELA DM

The South African economy is highly centralised and dominated by a set of monopoly industries. Capital-intensive industries tend to exclude SMME'S participation and make employment creation expensive. The SMME's strategy that has been finalised by uThukela district municipality deals with the following:

- ⇒ Addressing poverty, economic marginalisation and equality.
- ⇒ Improving the distribution of returns from economic activity more equitably across the society.
- ⇒ Ensuring the basic needs are accessible and affordable.
- ⇒ Improving the way in which people participate in the economy.
- ⇒ Increasing poor people's ability to gain and secure assets.
- ⇒ Reducing unemployment.

Small Micro and Medium Enterprise (SMME) play a crucial role in employment creating and income generation in uThukela. uThukela District Municipality (LED Unit) aims to redress previous imbalance, create equal opportunities, and promote accessibility, transparency and accountability of target groups development programmes.

The Department of Small Business Development (DSBD) is mandated to advance the growth and sustainability of SMMEs and cooperatives. In pursuit of vision 2030 as expressed in the National Development Plan (NDP), the department must coordinate and guide the wider- government system in the creation of enabling policy, legislative and regulatory environment for sustainable SMMEs and cooperatives capable of delivering the NDP vision of generating between 60 to 80 % of the GDP and 9,7 million new jobs by 2030.

The department of Small Business Development supported 400 cooperatives of which 1 constitute part of uThukela district municipality in Alfred Duma local municipality and the details of the cooperative are as follows:

Name of Co-operative	Town	Contact person	Contact Number
Gcwabe	Ladysmith	Nomkhosi Sibiya	073 2021362

This will lead in to pillars of a long-term collaborative relationship between the department of Small Business Development, uThukela district and Alfred Duma local municipality in strengthen the role of the SMMEs

3.5.15.11 DATABASE FOR REGISTERED SMMEs AND COOPERATIVES

The uThukela district municipality has developed a database for SMMEs and cooperatives. The database preparation process was participatory. Between January 2017 and May 2017, several zonal meetings/communications with local municipalities were held to discuss the status of the sector and to lay down the strategies for boosting the development of the sector, therefore the database was developed using the information from our local municipalities and sector departments.

Building a profile uThukela district SMME and cooperatives database gives access to many useful e-learning courses, government support and potential customers. Furthermore, with our help, SMMEs can elevate their 'business sustainability rating', which proves the solidity and sustainability of enterprise to potential customers and investors.

uThukela district SMME and cooperatives database act as a dynamic tool that help government to make evidence-based policy decisions on how to better support and to grow SMMEs.

3.5.15.12 UTHUKELA SMME FAIR

Section B of the South African White Paper, read in conjunction with Section 7 of the South African Constitution mandates local municipalities to create a conducive environment in which local communities can operate in a sustainable manner thereby ensure meaningful economic growth.

Considering the above, the uThukela district municipality seeks to reaffirm its commitment in the promotion and development of SMMEs within its area of jurisdiction by hosting its first SMME Fair that took place on the 3 and 4 May 2016. The aim of the SMME Fair was to create a platform for local entrepreneurs and role players in various SMME sectors to convene and deliberate on key issues concerning their areas of operations and to improve competitiveness of SMMEs in our district.

The main objectives of the uThukela's SMME Fair were as follows:

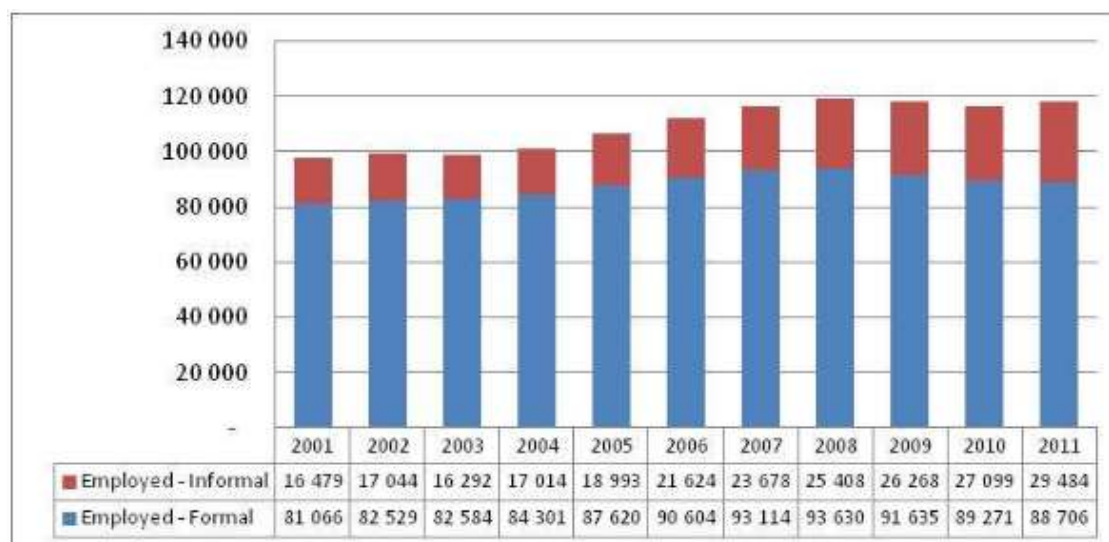
- To provide a networking platform for exhibitors at all levels to interact
- To showcase goods and services produced by SMMEs within the uThukela.
- To provide information on opportunities available for SMMEs in the private sector, parastatals, and government

- To display various departments and private sector institutions within uThukela which are of assistance to SMMEs and the public alike.
- To ensure that exhibitors can establish strong sustainable business linkages with other well-established companies.

3.5.15.13 INFORMAL SECTOR

The bulk of people are employed in the formal sector within the district, with 75% being formally employed in 2019. The number of people employed in the informal sector has been increasing over time (since around 2004), whilst formal employment has been declining since 2008 mostly due to the impact of the recent global economic recession. The figure below illustrates.

Figure 14: Employment by Informal Sector



Source: (uThukela District Municipality LED Strategy, 2021)

3.5.15.14 INFORMAL ECONOMY POLICY

uThukela district municipality has developed the Informal Economy Policy and was approved IN 2018. The informal economy makes an important contribution to the economic and social life of uThukela. The rapid deregulation at the beginning of the 1990s, as well as the transition in local government, led to a changed policy environment. uThukela district municipality has committed itself to promoting economic development, but has had no comprehensive, written policy to guide the management and support of workers in the informal economy. A policy has the following purposes:

- 1.1 It makes local government's approach and principles clear.
- 1.2 It forms the basis for appropriate and workable legislation.

- 1.3 It provides the basis for common action by different government departments.
- 1.4 It provides the basis for making decisions about allocating resources for management and support.
- 1.5 It provides the basis for making agreements with other stakeholders about what the roles of local government and other groups should be.
- 1.6 It provides the basis for monitoring and evaluating what has been achieved.

The policy process was consultative. Interviews and workshops were held with a variety of stakeholders, including informal and formal business organisations, civic organisations, and development forums, as well as members of the public.

3.5.15.15 PROGRAMMES TARGETING THE INFORMAL ECONOMY

The three spheres of government should play a crucial role in ensuring that programmes that are targeting the informal economy are implemented effectively. The uThukela family of municipalities is ensuring the following:

- The informal economy is fully integrated into their IDP planning process and that there is adequate representation from informal economy organisations in the IDP process.
- Through their actionable Local Economic Strategies are in the better conditions to make evidenced contributions to the informal economy.
- To facilitate the establishment of the informal economy actors' chambers. This structure will enhance participation and involvement of people working in the informal economy.
- Proper registration process with credible information to establish a database for registering informal economy actors and shall issue identity cards.
- Target and develop informal economy officials who can communicate in the vernacular language, who have basic business and people skills, are sensitive to issues such as gender.
- Ensure that there is transparency in the ways that decisions are taken. For example, municipalities should make public how decisions are taken regarding site allocation. It is also expected that municipalities should ensure that traders are informed either directly by the municipal officials, or by their trader organisation representatives or by some other form of communication media, of the criteria to be used for the registration and allocation of sites as well as the procedures to be followed for application of sites.

3.5.15.16 MANUFACTURING

Manufacturing, which was the most significant economic sector, contributed R2.9 billion to the economy of uThukela in 2011 and employed an estimated 16 082 people. The sector's average annual growth rate in GVA was 4% between 2001 and 2011 but employment growth was negative at -2% per annum. The sector contributed 21% to total GVA and 14% to employment within the district municipality in 2011.

The district's manufacturing sector contributed 5% to total manufacturing GVA of KZN in 2011, up from 4% in 2001. Employment in the municipality's manufacturing sector as a proportion of total manufacturing employment in KZN remained stable at 6% between 2001 and 2011.

The table shows the relative contribution of the district's manufacturing sector in 2001, 2006 and 2011.

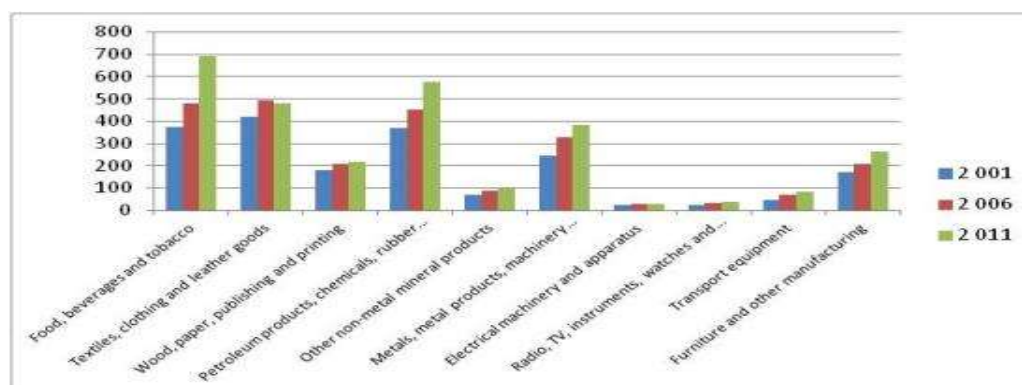
Table 15: Contribution of Manufacturing to the District's Economy

	2001	2006	2011
uThukela's manufacturing GVA contribution (Rm)	1 917	2 389	2 857
Relative contribution to total GVA within uThukela	26%	24%	21%
Relative contribution to total GVA within KZN	4%	4%	5%
uThukela's manufacturing employment contribution	21 190	18 891	16 082
Relative contribution to total employment within uThukela	22%	17%	14%
Relative contribution to total employment within KZN	6%	6%	6%

Source: (uThukela District Municipality LED Strategy, 2021)

The main sub-sectors within manufacturing of the district are food, beverages, and tobacco; petroleum products, chemicals, rubber and plastic; and then textiles, clothing and leather goods. All of the manufacturing sub-sectors have remained relatively stable in terms of the contribution to the manufacturing sector since 2000.

Figure 15: Manufacturing sub-sector contribution to uThukela's total GVA (Rm) in 2001, 2006 & 2011



Source: STATS SA CENSUS, 2011

The dominant manufacturing areas of the district are in Inkosi Langalibalele local municipality and Alfred local municipalities, with Ezakheni Industrial Estate and Danskraal forming the major industrial areas in Alfred Duma local municipality. Large manufacturing enterprises are based in both municipalities and include Defy Appliances, Nestle, Eskort meat and Sumitomo Factory Tyres.

3.5.15.17 INITIATIVES AIMED AT REDUCING RED TAPE IN THE UTHUKELA DISTRICT

uThukela district municipality to remain a preferred location for business and to attract new investment, the municipality needs to reconsider its business processes, particularly the development approval processes. The speed at which development is approved will amongst others determine the competitiveness of the municipality as an investment destination. It becomes critical therefore red tape reduction and the ease of doing business in uThukela becomes a major consideration.

Responding to the increasing demand for practical approaches to address Red Tape, the municipality has developed a facilitation model for Red Tape reduction. The model aims at supporting property developers and investors in the reduction and avoidance of bureaucratic costs by facilitating a multi-stakeholder discussion and a joint through a Multi-Stakeholder Engagement Framework. Key recommendations:

- Establish dedicated committees working on applications to prioritise strategic infrastructure development and business development projects
- Establish a municipal Real Estate Company to manage the land assets and future partnerships on behalf of the municipality.
- Collaboration with other government departments to coordinate the statutory approval processes
- Develop a bold investment incentive strategy that should help with the retention of business and development of new economic precincts.

The programme and projects under this strategy are as follows:

- Implement non-financial incentives
- Payment to Suppliers / SMME's within the 30 days period
- Enhance the Council's website to ensure that the public has access to approved policies, bylaws and all required application forms.
- Targeted reduction of red-tape and municipal administrative processing times
- Provide preferential treatment for local enterprises to benefit from such as informal trade grants funding, licensing incentives
- Enhance the Council's website to ensure that the public has access to approved policies, bylaws and all required application forms.

uThukela district municipality has the initiatives of the One stop shop which is situated in the Inkosi Langalibalele and Okhahlamba local municipalities. The aim is to provide strategic guidance, reduce regulatory inefficiencies, and reduce red tape for all investors looking to invest in the district. The primary aim of the One Stop Shops is to co-ordinate and incorporate special economic zones, investment agencies, local authorities and the relevant government departments involved in regulatory, registration, permits and licensing matters. ***uThukela Economic Development Agency has embarked on an initiative to facilitate development and is working with COGTA to identify specific interventions to deal with red tape reduction.***

3.5.15 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

The aim of this programme is to institute a sustainable Expanded Public Works Programme (EPWP) within the uThukela district municipality as provided in the EPWP national framework. Its aim is to establish the EPWP as a socio-economic development and poverty alleviation program, expand the current service delivery model of goods and services to ensure shared economic growth and ensure developmental integration across all sectors. The EPWP is a government program aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

uThukela district is implementing the EPWP. ***In phase 5 the uThukela district municipality target for EPWP is 6049 job opportunities and 2188 full time Equivalents (FTE's) inclusive of all sectors such as infrastructure, environment, culture and social sectors of the EPWP.*** uThukela district municipality do comply with the immediate goal of Phase 1 of EPWP by ensuring that the municipality adheres to the following targets: women 55%, youth 55% and 2% people with disabilities. The municipality also adheres to terms of training, employment targets and distribution of safety clothing as well as the rotation of employees. ***The allocation for EPWP for 2025/26 financial year is sitting at R1.6 85 000 00 and 2 093 000.00 for the coming 2026/2027 for EPWP implementation.***

It is the policy of the municipality to ascertain that before issuing any tender to a contractor it must first submitted to the Expanded Public Works Programme (EPWP) technical support for approval to ensure that the municipality considers all the above-mentioned guidelines.

It is crucial to mention that the 2025/2026 EPWP grant agreement was signed by the Municipality and submitted to the department of Public Works and after that, was submitted to the Council for adoption. The ***uThukela district recruitment guidelines policy for 2025/2026 was approved in May 2025.***

3.5.16 EXTENDED PUBLIC WORKS PROGRAMME (EPWP) POLICY

The uThukela district municipality has developed and adopted the EPWP policy. The EPWP policy is aligned to the Municipal Job Creation policy. The policy is under implementation on infrastructure and social projects. The EPWP has been implemented on a small scale within the municipality yet with commendable outcomes in terms of the involvement of local communities in delivering local assets and transfer of wages. The EPWP has the potential to follow suit in terms of the achievements of several comparable municipalities by addressing the following:

- Capacity in terms of designing projects labour-intensively.
- Institutionalization of EPWP within the municipality
- Capacity in terms of reporting
- Dedicated coordination capacity within the municipality
- Achievement of longer duration of work opportunities to produce FTEs.

The EPWP phase 4 of uThukela district municipality was prepared and adopted by Council in June 2023. It was developed for the entire municipality to close the identified gaps and challenges on the implementation of the EPWP and to strengthen the existing interventions and introduce new ones.

The following table shows the municipality's EPWP phase 3 targets from 2015/2016 financial year to 2025/2026:

Financial year	Work opportunities	Full time Equivalents (FTEs)
2015/2016	1546	507
2016/2017	1894	621
2017/2018	2370	777
2018/2019	2652	871
2019/2020	1019	550
2021/2022	666	379
2022/2023	1250	289
2023/2024	725	355
2024/2025	725	475
2025/2026	1560	2188

NB

The EPWP phase 4

The EPWP phase 4 was prepared and adopted by Council in June 2023. The work opportunities created in the 2023/2024 financial year were 725 through water and sanitation projects.

The EPWP Phase 5 Policy framework 2025-2029

The EPWP Phase 5 Policy framework 2025-2029 was presented in the Council on the 30 of May 2025 for consideration. In phase 5 the uThukela district municipality target for EPWP is 6049 job opportunities and 2188 full time Equivalents (FTE's) inclusive of all sectors such as infrastructure, environment, culture and social sectors of the EPWP.

3.5.17 BUSINESS ATTRACTION AND RETENTION POLICY

Business Attraction policy and retention policy was developed and was *adopted by council on the 30th of May 2025*

Business Attraction policy talks to the holistic approach to the strategies, processes, and activities, aiming at attracting and making full use of inward investment activity in the uThukela district and its family of municipalities.

The retention policy of uThukela district municipality operates within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management.

3.5.18 JOB CREATION

According to the Job creation policy of uThukela district municipality, job creation is a process of providing new jobs, especially for people who are unemployed in the whole district. The uThukela district municipality Job Creation policy quantifies the total number of jobs to be created in the following years as it was stipulated in the EPWP policy of the municipality. It further clarifies the nature of jobs that will be created whether are permanent, temporary, and sustainable as to conform to the NDP and PGDP. The Job creation of uThukela district municipality is also talking about skills development programmes that are kept for rural development because the uThukela district municipality is rural in nature.

3.5.19 GREEN ECONOMY INITIATIVES IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

The Green economy in uThukela has been identified by the IDP as a corner sector with massive opportunities for growth for the local economy. Preliminary investigations have begun into water re-use initiatives and a possible distillation plant. There are opportunities to invest in alternative energy generation.

All the municipalities within uThukela family of municipalities have the initiatives that are linked to the following Green Economy Focus areas: Greening and Open Space Management, Sustainable waste management practices, Water management/Water conservation and Demand management, green buildings and the built environment, Sustainable transport and infrastructure include, clean energy and energy efficiency.

Greening and Open Space Management

Alfred Duma LM has greening and open space management projects with focus on green economy. The following are the key objectives:

- Restoration, enhancement and rehabilitation of open spaces
- Maximize measures towards pollution mitigation
- Improve climate change adaptation through minimization of biodiversity loss
- Encourage use of greener technologies to mitigate against environmental degradation

In terms of job creation, the municipality employed so many participants on temporary bases. The Ladysmith Goes Green project employed 82 beneficiaries, the project is aimed at creating job opportunities, better environmental practices, skills development, and development of SMMEs and the type of work is labour intensive. The municipality is planting indigenous trees in all Ladysmith entrances namely: Model Kloof Entrance, Ezakheni Entrance, Burford Entrance, Colenso and Steadville entrance. This includes parks and recreation, which has to do with tree plantation as well. There are also nurseries.

Sustainable Waste Management

All municipalities (Alfred Duma LM, Okhahlamba LM and Inkosi Langalibalele LM) within uThukela DM have a *core function of waste management*, which is done in a sustainable manner. There are recycling initiatives happening in all municipalities and the initiatives are intending to achieve the following

- Create and support mechanisms and for the protection of environmental quality

- Create sustainable livelihoods through recycling of waste (waste collection & minimization)
- Support the use of environmentally friendly waste disposal technology
- Promote environmental education and awareness to the communities especially as they are the main waste generators

Energy Efficiency

All local municipalities within uThukela DM are already practicing green economy programmes in their day-to-day activities. Alternative energy refers to as the generating energy from sources that are not fossil fuels and that are considered self-generating energy. Sources of renewable energy include the sun, wind, wave etc. solar geysers, solar heaters, solar panel etc. The following functions are aimed at reducing energy consumption and carbon footprint. All local municipalities are responsible for the following:

Street lightning-distribution of energy saving bulbs to the households, Traffic lightning-distribution of energy saving traffic lightning.

Transport and Infrastructure

All local municipalities within uThukela District acknowledge that; Transport sector is one of fastest growing sources of greenhouse gases emissions and this is vulnerable to the impacts of projected climate change particularly on infrastructure. Emissions in this sector is predominantly from road transport including private and public transport vehicles. **Therefore,** green procurement in fleet Management of municipalities and the low carbon transport system is promoted e.g. Public transport, BRT system and parking metres.

Water Conservation and Demand Management

Water Conservation is the core function of uThukela District Municipality. There are green economy initiatives that the municipality is involved in implementing them. The municipality promotes green economy through infrastructure maintenance, water conservation and demand management education and awareness, the water leaks programme, fire management through disaster, water harvesting, water metering, reduce water losses in municipalities.

The municipality has a Climate Change Response Strategy, which serves as a guide in sustainable use of environment in terms of green economy. Moreover, the municipality acknowledges the need for a green economy policy, which will also guide the municipality in implementing green economy initiatives in the entire district of uThukela DM.

The uThukela district municipality considers the green economy to be an important sector that could lead to new jobs and local economic development. The Municipality continues to aggressively chase funding opportunities from National and Provincial Departments for the implementation of these initiatives.

3.5.20 ECONOMIC DRIVERS

Specific strategies were developed for sectors that constitute the economic pillars of uThukela's economy. The following sector reports also geographically integrate the local LED strategies.

Agriculture This sector is characterised by two distinct types:

- Commercial agriculture
- Subsistence agriculture in the rural areas.

Manufacturing This sector is characterised by the following types of industries:

- Primary sector comprises of heavy industries such as Ezakheni Industrial Estate and Danskraal forming the major industrial areas.
- Secondary sector activities include light industries.

Tourism This sector has consistently grown in uThukela, which offers various varieties of tourism that can be categorised as follows:

- Cultural and heritage tourism such as uKhahlamba-Drakensberg World Heritage Site and the Battlefields.

Services This sector includes the following sub sectors:

- The informal sector.
- Wholesale and retail trade.
- Transport and storage.
- Communication, Government services,
- Financial and insurance and Business, community, social and personal services.

3.5.21 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGES

Local Economic Development & Social Development Key Challenges

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY

CHALLENGE

Lack of coordination of LED initiatives:

This is due to poor stakeholder collaboration. There is very limited interaction between the district municipality and the local municipalities, leading to initiatives that work in silos rather than in a strategic manner. The district often focuses on short-term, unsustainable projects rather than creating an enabling and growing economic environment – promoting an incremental and strategic planning approach to local economic development. (add the red text if you see fit).

High level of unemployment

The issue of not being able to match people's skills to jobs and the low level of education has contributed to the high level of unemployment in the district. A portion of the labour force lacks the skills that are needed to be employed, with most of them without matric certificate. There is also the issue of spatial inequalities within the district, where many people live in the rural areas far from the economic hubs which makes it difficult to search for jobs.

Lack of economic diversity and competitiveness of small towns

This is caused by the lack of reliable water, electricity, sanitation, and digital connectivity discourages new business investments. Another issue that the district experiences is the while the informal sector is large, there is still a high "red tape" and a lack of business knowledge on how to prevent these enterprises from being formalized.

Increased incidents of HIV/AIDS prevalence

The issue of poverty and inequality promotes instability and increased risk. Gender disparity in the district also plays a role in the rate of HIV prevalence, where the prevalence is higher in women than in men and the district has more women than men.

Agriculture and tourism potential not fully exploited

These remain significantly underutilized in the district. One challenge is the poor infrastructure, especially poor roads leading to our popular tourist attractions which discourage tourists from visiting those locations. There are also poor roads in rural areas, which prevent farmers from travelling products to and from markets. Another challenge is the disconnect between tourism and agriculture, where integrated tourism plans that include protected areas and agricultural zones prevent these sectors from receiving necessary resources.

Economic stagnation and poor economic infrastructure

Infrastructure failure has played a significant role in this challenge. The district experiences water/sanitation system failures, which has paralyzed economic activity and discouraging investment. In addition to this, electricity and road management systems are experiencing decay in both urban centers and rural areas.

Alignment with provincial and national economic development initiatives

Within the district, there is an incremental disconnect between the Spatial Development Framework and national spatial priorities, leading to development interventions that do not

target the poorest areas effectively. Another issue is that policy-implementation gap to guide the district, causing the district to work in a silo.

High Poverty rate

This is because of the high level of youth unemployment and limited job opportunities. Another reason is that there is underinvestment in rural areas, leading to poor social infrastructure (inadequate schools, limited access to healthcare).

Lack of marketing of the District as a Tourism destination and investment destination

This is because of the funding constraints in the tourism sector and the district, and poor investor confidence. The lack of investors is because there is little information and clear details of investment opportunities, a lack of visibility and professional branding.

3.5.22 LED SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
◆ Established LED Agency ◆ Provincial Support in the form of grants and capacity building. ◆ The area has many protected areas that contribute to economic growth. ◆ Tourism, LED, and Planning Forum have been strengthened. ◆ Functionality of Agri-Park	◆ The LED strategy is under review and Tourism Strategy. ◆ Working relationships established with LMs. ◆ Public private partnerships and public partnerships ◆ World Heritage Site – uKhahlamba Drakensberg Park World Heritage Site ◆ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area
WEAKNESSES	THREATS
◆ The procurement process is long and cumbersome. ◆ Marketing of the District as a Tourism destination and Investment destination ◆ The economy is dependent on government services. ◆ Agriculture and tourism potential not fully exploited.	◆ Insufficient funding for LED Projects ◆ Deeply rural, agrarian and poverty-stricken communities. ◆ High rate of unemployment

3.5.23 SOCIAL DEVELOPMENT

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender based, HIV/AIDS communicable diseases are of importance here. Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in most of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music, and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health services function has been transferred to the district municipality.

3.5.25.1 POVERTY ERADICATION MASTER PLAN

According to the KwaZulu-Natal Poverty Eradication Master Plan - twenty eight percent of all KwaZulu-Natal citizens live in extreme poverty, and a further 29 percent live in absolute poverty. At least 32.9 percent are food deprived, and KwaZulu-Natal has the highest gender-based poverty incidence and the second highest level of rural poverty in South Africa. UMkhanyakude, UMzinyathi, Zululand and Sisonke have the highest poverty levels in the country. Rural poverty is a challenge that needs serious attention. To create growth and development in rural municipalities, there is great need to create opportunities for unemployed youth and to stem the tide of people moving to the urban areas.

The purpose of the plan was to focus on agriculture as the most critical aspect of fighting poverty, as well as social security and housing, enterprise development, employment creation and skills development. The Poverty Eradication Master Plan (PEMP) is a bold and multi-pronged plan for eradicating poverty in the province and giving dignity to our people. The PEMP is positioned within the context of the PGDP. ***The uThukela family of municipalities has started with the implementation of the poverty eradication master plan,*** and the implementation approach is targeted on the following:

- The most deprived households.
- In the most deprived wards; and
- In most deprived local municipalities

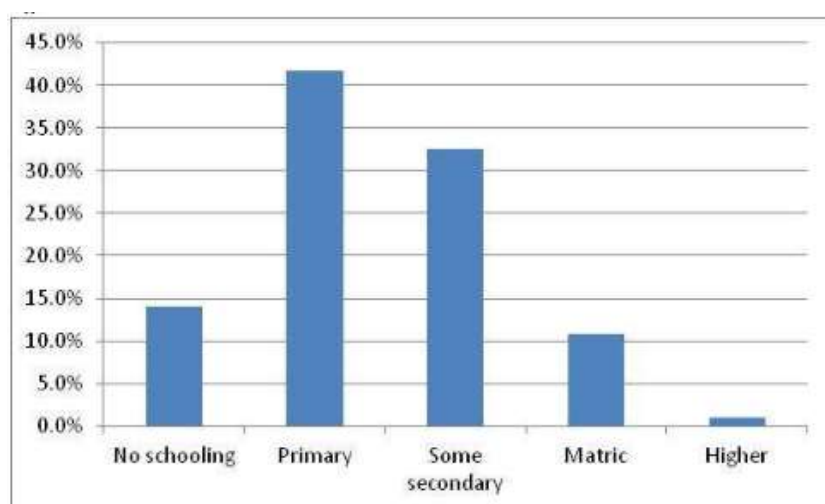
3.5.25.2 EDUCATION SECTOR ANALYSIS

Education serves as the means to bring about the desired change in society, to develop a generation of virtuous individuals and thus contribute to the development of good human beings. The importance of education is that it empowers individuals to take better care of themselves and their children. Education also serves as a gate to higher economic growth through a higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for uThukela district municipality. The department of education in the uThukela district is playing a vital role in ensuring that education is prioritized accordingly.

3.5.25.2.1 LEVEL OF EDUCATION

A small percentage of the population in the district has post-matric qualifications at only 1%, whilst 14% of the population has no schooling whatsoever. Figure 16 below shows that 41% have primary school education and 33% have some secondary schooling, whilst only 10.9% achieved matric. This means that there is a limited pool of skilled labour in the municipality and that basic education needs to be addressed to improve skills levels in the future. Basic education is considered fundamental to the future success of the local economy. To add to the latter, in one of the previous IDP/Budget Roadshows in 2019, the need of exploring Maths and Science classes was a common denominator, since this appear to be the shortage in our District.

Figure 16: Education Level

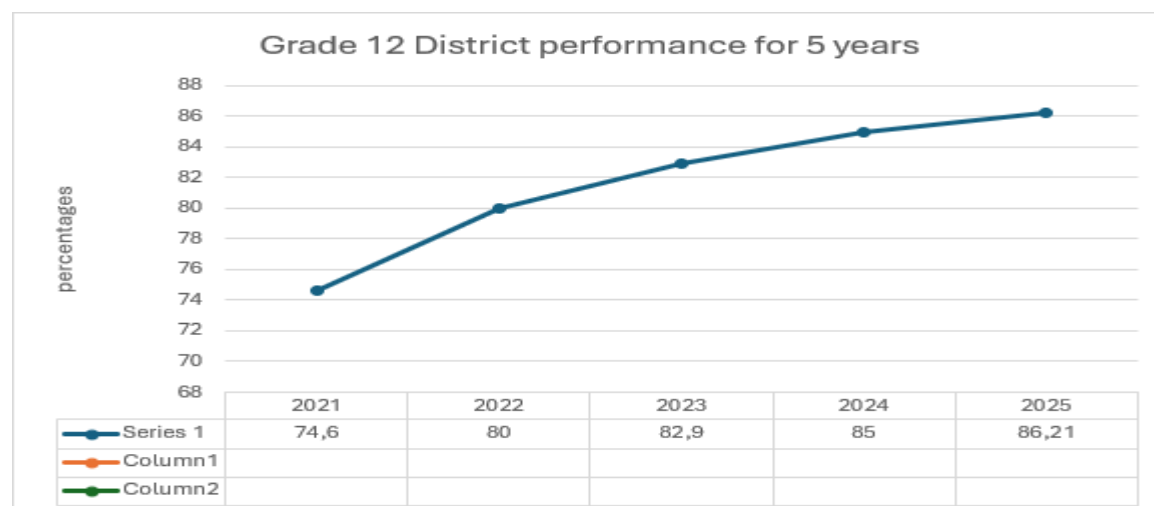


Source: STATS SA CENSUS, 2022

The graph below indicates that the matric results have shown some increase for the past 5 years. in 2024 from 85.00% to 86.21 % in 2025 and this translates that the matric results have increased by

approximately 1,21%. The graph below shows the performance of the uThukela district (education) from 2021 to 2025.

District Performance in Five (5) Years



Source: Department of Education, 2025

3.5.25.2.2 AVERAGE EDUCATION ATTAINMENT

The number of people with no schooling dropped between 2016 and 2021 with a further decline between 2015 and 2016 in uThukela, while the number of those people with grade 0-11 shows a significant increase over the period under review. The number of people with metric only has shown a large increase.

The tables below show the average education attainment of uThukela and its family of municipalities from 2016 to 2021.

HIGHEST EDUCATION LEVEL	KZN	THUKELA	ALFRED-DUMA	INKOSI-LANGA LIBALELE	OKHAHLAMBA
Grade 0	351,701	26,129	13,119	7,82	5,190
Grade 1/Sub A	337,208	25,522	12,238	7,82	5,465
Grade 2/Sub B	334,645	25,197	12,151	7,432	5,615
Grade 3/Std1/ABET 1Kha Ri Guide-SANLI	342,542	26,036	12,646	7,555	5,834
Grade 4/Std 2	392,225	29,405	14,324	8,739	6,343
Grade 5/ Std 3/ABET 2	384,132	27,847	13,943	7,973	5,931
Grade 6/Std 4	397,690	28,320	14,235	8,284	5,801
Grade 7 Std 5/ABET 3	471,585	33,651	17,125	9,73	6,796
Grade 8/ Std 6 /Form 1	619,449	40,467	21,379	11,647	7,442

Grade9/ Std 7/ Form 2/ ABET 4	530,018	34,714	18,013	9,772	6,928
Grade 10 / std 8 / Form	732,789	47,127	24,801	13,376	8,950
Grade 11/ Std 9 Form 4	788,117	49,272	25,427	14,797	9,048
Grade 12 / Std 10 / Form 5	1,934,771	100,496	54,491	29,947	16,458
NTC / N1/NIC/ V Level 2	15,273	753	450	224	80
NTC /N2/NIC/V Level 3	11,388	434	267	135	35
NTC /N3/NIC/V Level 4	15,606	617	356	198	63
N4/NTC 4	12,001	440	280	114	45
N5/NTC 5	10,537	399	257	107	35
N6/NTC 6	13,255	514	316	141	57
Certificate with less than Grade 12 / Std 10	12,248	502	300	141	61
Diploma with less than Grade 12/ Std 10	14,499	599	304	327	76
Certificate with Grade 12/ Std 10	90,427	4,346	179,43	1186	553
Diploma with Grade 12 / Std 10	119,312	5,795	363,325	2335	718
Higher Diploma	100,777	3,521	184,814	939	575
Post Higher Diploma Masters: Doctoral Diploma	17,305	564	326	169	70
Bachelor's Degree	80,354	2,524	110,451	653	310
Bachelor's Degree and Post graduate Diploma	32,913	979	585	241	153
Honours degree	34,948	1,121	720	276	126
Higher Degree Masters/ PhD	24,019	564	346	131	88
Other	16,632	791	546	185	59
No schooling	720,791	54,503	23,952	18,356	12,195
Unspecified	-	-	-	-	-
Not applicable	1,308,143	95,694	47,802	26,924	20,968
GRAND TOTAL	10,267,300	668,848	6103,245	7691.092	132,068

Source: Department of Education, 2024

3.5.25.2.3 THE NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)

The uThukela district municipality as much as is not directly involved with the National school nutrition programme but is supportive in ensuring that the programme is effective. The water is supplied in schools to ensure that the programme is not disturbed.

The LED section in the municipality together with the uThukela Economic Development Agency have started in identifying community garden projects that will supply fresh vegetables to schools. Their plan is to identify and train local farmers, Cooperatives, and schools to produce fresh vegetables for schools within uThukela District.

3.5.25.2.4 MUNICIPAL BYLAWS

uThukela district municipality has a guiding by-law relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. All the above-mentioned By-laws were presented to Council for adoption in Council sitting of **July 2022 and were all promulgated in December 2023**. The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act 61 of 2003)
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk.
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)
- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

3.5.25.2.5 IMPLICATION OF CHALLENGES / PROBLEM AREAS ASSOCIATED WITH EDUCATION

The level of education in the district is poor and is not sufficient to bring meaningful economic growth and development. Low level of education may push the population out of competitive labour and job market thereby increasing high level of unemployment, poverty, and idleness, which are a strong recipe to social evils such as robbery / crime, prostitution, etc.

The population of uThukela should take education seriously if meaningful economic growth is to be realised in the area. As such, it is important that more resources be geared towards improving the level of education in the area. Shortage of scarce skills subject's teachers in our district is also a worrying factor.

3.5.25.3 HEALTH SECTOR ANALYSIS

3.5.25.3.1 HIV / AIDS

Among the 11 districts in KwaZulu-Natal, the impact of the HIV epidemic when a five-year comparison was done between 2013 and 2022. The 2013 National Antenatal Sentinel HIV Prevalence Survey, South Africa illustrates that the most significant decrease in ANC (Antenatal) HIV prevalence is in UThukela district, which decreased from 45,2 to 35,5. The table below shows the ANC (Antenatal) HIV Prevalence from 2013 to 2022 in the whole districts of KZN.

Table 4: HIV prevalence by district in the KwaZulu-Natal province, Antenatal HIV Sentinel Survey, 2013 to 2022

District	2013		2014		2015		2017		2019		2022	
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI	%	95% CI
Amajuba	32.8	27.7 - 38.3	36.8	32.3 - 41.6	39.7	34.9 - 44.8	36.4	31.7 - 41.2	43.0	39.5 - 46.6	33.7	29.4 - 38.1
eThekweni	41.1	38.3 - 44.0	43.8	41.1 - 46.6	46.2	43.0 - 49.5	43.5	40.7 - 46.3	43.5	40.5 - 46.4	38.0	35.1 - 41.0
Harry Gwala	36.6	32.5 - 41.0	36.7	30.4 - 43.4	39.5	35.8 - 43.4	39.2	36.7 - 41.7	39.8	34.6 - 45.3	35.7	29.9 - 42.0
iLembe	45.9	36.5 - 55.6	41.2	35.0 - 47.7	44.3	38.3 - 50.5	43.1	39.5 - 46.7	41.2	37.7 - 44.9	39.8	35.3 - 44.5
King Cetshwayo	38.9	34.4 - 43.5	45.7	37.6 - 54.0	45.9	37.0 - 55.1	39.1	34.0 - 44.5	35.0	32.1 - 38.1	35.6	32.0 - 39.4
Ugu	39.9	34.2 - 45.9	40.2	34.4 - 46.4	45.9	39.9 - 52.1	43.4	40.2 - 46.7	44.2	39.0 - 49.5	38.8	35.2 - 42.6
uMgungundlovu	42.4	34.8 - 50.5	47.6	43.7 - 51.5	46.2	39.3 - 53.1	46.6	43.8 - 49.5	44.1	39.3 - 48.9	41.8	36.0 - 47.9
uMkhanyakude	44.1	39.6 - 48.6	39.9	34.0 - 46.1	46.3	40.4 - 52.3	35.0	28.7 - 41.9	42.7	38.2 - 47.4	44.0	37.6 - 50.7
uMzinyathi	35.7	28.4 - 43.8	38.4	30.3 - 47.1	36.7	28.5 - 45.8	41.7	36.9 - 46.6	33.6	28.8 - 38.9	31.0	27.3 - 35.0
uThukela	40.0	35.0 - 45.2	40.0	33.5 - 46.8	36.3	31.3 - 41.7	41.5	38.0 - 45.1	36.6	31.6 - 41.9	32.9	30.4 - 35.5
Zululand	38.1	32.1 - 44.6	43.8	38.8 - 48.9	48.4	40.2 - 56.8	37.6	34.4 - 41.0	43.7	39.1 - 48.5	37.7	34.5 - 41.1
KwaZulu-Natal	40.1	38.4 - 41.8	42.4	40.8 - 44.1	44.4	42.5 - 46.3	41.1	39.9 - 42.3	40.9	39.6 - 42.3	37.1	35.8 - 38.5

The prevalence reported in 2015, 2017, 2019 and 2022 is for both first and follow-up visit attendees

Source: The 2022, National Antenatal Sentinel HIV Prevalence Survey, South Africa

uThukela District Aids Council (DAC): UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- ⇒ Development of the District AIDS Plan.
- ⇒ Monitor the implementation of the District AIDS Plan quarterly.
- ⇒ Review and evaluate the implementation of the District AIDS Plan annually.
- ⇒ Facilitate the establishment of Local AIDS Councils.
- ⇒ Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS.
- ⇒ Facilitate capacity building on HIV related issues.
- ⇒ Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources.

- ⇒ Commission relevant research and review statistics and other research reports relating to the district.
- ⇒ Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care and support.
- ⇒ Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.
- ⇒ To reinforce HIV/AIDS treatment.
- ⇒ Transmission and eradication issues separated from HIV/AIDS co-contamination.
- ⇒ Locate the most recent improvement in HIV/AIDS research and treatment.

HIV Strategy: uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace and *is attached as an annexure*. The following are some of the projects emanated from the strategy aimed at mitigating the impact of HIV/AIDS:

- ⇒ Male circumcision
- ⇒ Teenage pregnancy awareness campaign
- ⇒ Distribution of condoms
- ⇒ Community mobilization – to reduce new HIV/AIDS infections
- ⇒ Establish and launch support groups
- ⇒ Development Policy on HIV/AIDS
- ⇒ Empower youth, men, disability and women on HIV/AIDS through workshop
- ⇒ Coordinate DAC meetings
- ⇒ Review District implementation plan
- ⇒ Review District strategic plan (2017-2022) and World AIDS Day commemoration

3.5.25.4 ACCESS TO HEALTH FACILITIES

uThukela has thirty-five (37) fixed PHC clinics and fourteen (14) mobile clinics for service delivery in the district. Alfred Duma has the highest number of clinics at twenty (20) with seven (7) mobiles; this is due to the urban nature of the sub-district and the fact that there is a main town within the sub-district. Okhahlamba has the least clinics at six (6) and the three (3) mobiles although it is the most densely populated sub-district at 3971 km² it is the smallest in terms of area. Figure below shows the provincial facilities in uThukela district municipality as per local municipality.

Figure 19: Health Facilities in uThukela District

Facilities	Alfred- Duma	Inkosi Langalibalele	Okhahlamba	uThukela District
PHC Facilities				
Health Posts	0	0	0	0
Mobiles	7	4	3	14
Satellites	1	0	0	1
Clinics	20	10	6	36+(1)=37
Community Health Centres	0	0	0	0
MOU's	0	2	0	2
Hospitals				
District Hospitals	0	1	1	2
Regional Hospitals	1	0	0	1

Source: Department of Health, 2023

3.5.25.5 SAFETY AND SECURITY

3.5.25.5.1 POLICING / COMMUNITY FORUMS

uThukela district municipality's strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and proactive strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forums and other spheres of Government (National and Provincial). The strategy of the municipality covers aspects such as Environmental for Safety, Effective Policing, Community Safety initiatives and Social Crime Prevention. The municipality is participating in the policing forum.

3.5.25.5.2 FIRE PROTECTION

The recently reviewed uThukela Disaster Management Plan suggests the following interventions that can assist in fire protection:

- ⇒ Firefighting services are available to areas outside the local municipal limits.
- ⇒ Improve firefighting capabilities.
- ⇒ Improving co-ordination between municipal fire services and industrial safety departments.
- ⇒ Establishment of special burns wards and clarifying the roles and responsibilities of district administration, police, fire services and medical services.

- ⇒ Awareness of the hazards of the coal mine areas.
- ⇒ Prevention of spontaneous combustion is an all-important task for all involved.

The uThukela district municipality has appointed the Senior Fire Officer who works closely with our local municipalities in ensuring that the issues related to fire protection are taken seriously. Workshops and awareness campaigns are continuously taking place to sensitize the community of uThukela about fire.

3.5.25.5.3 TRAFFIC MANAGEMENT

All our local municipalities in the district have effective traffic management in place. This function is allocated in the Traffic departments of our local municipalities. In the N11 and N3, the department of Transport through their Road Traffic Inspectorate (RTI) is managing the traffic.

3.5.25.5.4 MUNICIPAL SAFETY PLAN

The traditional Justice System is recognised by the Constitution of the Republic of South Africa, including the status and the role of the traditional leadership in administration of justice and in application of customary law, subject to the Constitution (Traditional Courts Bill, 2012). uThukela district municipality with the assistance from the UNFPA came up with the Municipal safety Plan for the entire district.

This community safety plan aligns itself with the guiding principles of the Traditional Courts Bill and its objectives, particularly objective (b) which is:

To affirm the role of the institution of traditional leadership in-

- Promoting social cohesion, co-existence and peace and harmony in traditional communities
- Enhancing access to justice by providing a speedier, less formal, and less expensive resolution of disputes
- Promoting and preserving traditions, customs and cultural practices that promote nation building, in line with constitutional values.

The community safety plan must be amended when the needs arise, in line with the changes in the Provincial and National Traditional Leaders Laws, other applicable legislation as well as the constitution of South Africa. Traditional councils were recognised by the Traditional Leadership and Governance Framework Act 41 of 2003 ('Framework Act'). This Framework Act gave official status to the tribal authorities that had been set up under an apartheid law called the Bantu Authorities Act of 1951 and that were still in existence at the time of the transition to democracy.

Instead of being called ‘tribal authorities’, the Framework Act changed their name to ‘traditional councils’ but entrenched the same tribal boundaries that were used to set up the homeland system. There is no local strategic plan aligned to the 2012-2016 National Strategic Plan. Most decisions are made based on the unwritten customary laws that have been in existence for many years.

OBJECTIVES OF THE UTHUKELA COMMUNITY SAFETY PLAN

- To support the prevention of gender-based violence incidents in the villages administered by uThukela Traditional Council through transforming socio-cultural norms, with an emphasis on empowering women, girls, children, and vulnerable groups.
- To support the promotion of human rights as enshrined in the Constitution of South Africa
- To reconstitute the family and community structures and support systems
- To work, closely with the formal and traditional legal systems to ensure that their practices conform to the national and international human rights standards.
- To monitor, document and respond to incidents of sexual and gender-based violence and human rights violation.

KEY STAKEHOLDERS WHO WILL BE ACTIVELY INVOLVED IN THE IMPLEMENTATION OF THE COMMUNITY SAFETY PLAN:

- Traditional leaders
- Political Leaders (Ward Councillors and Local Government Officials)
- Religious Leaders
- Media
- Sport Organizers
- Community Members (Individuals, Families, Elderly)
- schools (Teachers & scholars)
- Government Departments
- Non- Governmental and Community Based Organizations

3.5.25.6 NATIONAL BUILDING AND SOCIAL COHESION

3.5.25.6.1 SPORTS

uThukela district municipality is playing a vital role in supporting and promoting the sports throughout the district. The primary aim of the municipality is to ensure that the youth take part in sports so that they do not focus on crime. The uThukela district municipality has appointed dedicated personnel that coordinate the issues related to sports throughout the district. This is done with the family of municipalities as well as sector departments such as the department of Sport and Recreation (DSR). There are programmes and projects for sport that are prioritized by uThukela district municipality and the Department of sport and recreation for 2026/2027 financial years noting the financial constraints that are faced by the municipality.

In December 2025, uThukela district municipality participated in SALGA games that were hosted by Umgungundlovu district municipality. These games take place annually with other district municipalities in the KZN province. This event assists the youth of uThukela to display their talents in various sporting codes. The selections start at the local level for the players who will represent uThukela district municipality on various sporting codes. In those games, they are selected to represent the province of KwaZulu Natal and professional's coaches who are scouting for players for that sporting code attend the games.

In addition to the latter, uThukela district municipality is also planning to bring back an event called uThukela Mayoral Cup where PSL Clubs and two local football Squads participate. This will happen if the municipality becomes financially stable. The objective of this event is to assist our players in the district to be identified by PSL scouts or First Division Clubs. The municipality is also assisting District Sports Federations like Boxing, Rugby, Chess, and Netball in Provincial Competitions.

The uThukela district municipality in partnership with the department of Sport and Recreation will continue to do the following events even in the 2026/2027 financial year and beyond:

- Indigenous Games,
- Senior Citizen Games,
- Youth Run and Spar Ladies.
- Collaborate with the Department of Education during Schools Athletics Competitions.
- Support the District Sports Federations league.

3.5.25.6.2 COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The interventions cover a range of issues such as health, education, food security, skills development; etc. The district has a range of activities that are dedicated to vulnerable groups in all the family of municipalities. Various activities / interventions that have been initiated by the district.

3.5.25.6.3 YOUTH DEVELOPMENT

The district is promoting and developing youth through other sports. The primary aim of the municipality is to ensure that the youth participate in sports so that they do not focus on crime. The district municipality has appointed dedicated personnel that deal with the issues of youth throughout the district. In the 2024/2025 financial year, uThukela district municipality had a variety of youth programmes such as Back-to-School campaign, creative writing etc. There are number of programmes and projects for youth that have been planned by the uThukela district municipality for 2026/2027 financial years. Programmes such as youth summit, traditional festival, Grade 12 rural areas tutorials and drivers licence skills development. It is important to indicate that funding of the above-mentioned programmes becomes a problem because of the financial constraints.

3.5.25.6.4 DEVELOPMENT OF PEOPLE WITH DISABILITIES

uThukela district municipality has appointed dedicated personnel that deal with the issues of physical challenge in the uThukela district municipality. The municipality has formed the Disability Forum where all the physically challenged people are able to raise their concerns. The main challenges that they are facing are the unemployment of the physically challenged people and some municipal offices in the family of municipalities are not conducive for them in terms of accessing the municipal offices. Transportation and recreational facilities are also a concern since they are not suitable for people living with disabilities.

3.5.25.7 DISABILITY SUMMIT

The SA's constitution disallows discrimination based on disability guarantees the rights to equality for all persons with disability and that person with disabilities have equal rights and obligations as their fellow citizens. Key issues included that every person with a disability, regardless of race, gender and age had a right to make decisions for themselves. It also recognizes the importance of persons with

disabilities taking individual and collective responsibility for ensuring that the white paper on rights of a person with disabilities successfully implemented.

It is against this background that on annual basis, uThukela district municipality is supposed to hold the Disability summit. The last Summit was held in 2016, and the municipality was hoping to have it in the 2025/2026 financial year but due to financial constraints the summit did not happen.

3.5.25.7.1 CHILDHOOD DEVELOPMENT

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs. uThukela district municipality is playing a critical role in developing childhood. Many programmes have been planned to ensure that the development is taking place. The municipality will continue in the 2026/2027 financial years with their programmes.

3.5.25.7.2 DEVELOPMENT OF THE ELDERLY

uThukela district municipality has formed the Senior citizen, and it was launched in 2008. The municipality visited the old age homes around uThukela to give them presents, wheelchairs, walking sticks and food. The municipality also facilitates the awareness of the senior citizen where the community is encouraged to take care of and support the older people in the community at large. The municipality is also facilitating the implementation of the extended indigent support programme. The other continuous programme that the municipality is coordinating with other departments is to conduct dialogues between the Senior citizen and teenagers. The 2025/2026 planned events and programmes for senior citizens were as follows: hosting and participating in golden games, hosting of Senior Citizens Day and awareness on elderly abuse. It must be noted that the above-mentioned events and programmes were implemented successfully in the 2025/2026 financial year, and some were not due to financial constraints. The programmes will continue to take place even in 2026/2027 financial years noting the financial constraints that are faced by the municipality.

3.5.25.7.3 GENDER DEVELOPMENT

The municipality has appointed a dedicated person who deals with gender development throughout the district. The gender committee has been established and is functional. The municipality has established the Men's Sector Forum in championing the gender issues especially in Men. The municipality is taking gender issues seriously and the municipality is working closely with other government departments in facilitating the gender programmes. Amongst the programmes and the events that the municipality is willing to facilitate, include the following:

- ⇒ Rural women's day
- ⇒ 16 Days of Activism
- ⇒ Women's day and women's voice
- ⇒ Know you're right.
- ⇒ Food security
- ⇒ Awareness on rape, abuse (verbally and physically),
- ⇒ Protection & Safety
- ⇒ Teenage pregnancy and Awareness of family responsibility
- ⇒ Dialogue between parents and children

3.5.25.7.4 AFRICA DAY CELEBRATION

Africa Day is celebrated every year on 25 May. It's an opportunity to celebrate African diversity and success, and to highlight the cultural and economic potential that exists on the African continent. On 25 May 1963, Africa made history with the foundation of the Organization of the African Union (OAU) the precursor to the African Union (AU). Africa day is intended to celebrate and acknowledge the successes of the African Union from its creation to fight against colonialism and apartheid.

It is against this background that uThukela district municipality celebrated the Africa day on 30 May 2022 during Africa month in Ladysmith Townhall under Alfred Duma Local municipality under the theme **"Strengthen Resilience in nutrition and food security on the African Continent"**.

3.5.24 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGE

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY
CHALLENGE

Lack of coordination of LED initiatives:

This is due to poor stakeholder collaboration. There is very limited interaction between the district municipality and the local municipalities, leading to initiatives that work in silos rather than in a strategic manner. The district often focuses on short-term, unsustainable projects rather than creating an enabling and growing economic environment – promoting an incremental and strategic planning approach to local economic development. (add the red text if you see fit).

High level of unemployment

The issue of not being able to match people's skills to jobs and the low level of education has contributed to the high level of unemployment in the district. A portion of the labour force lacks the skills that are needed to be employed, with most of them without matric certificate. There is also the issue of spatial inequalities within the district, where many people live in the rural areas far from the economic hubs which makes it difficult to search for jobs.

Lack of economic diversity and competitiveness of small towns

This is caused by the lack of reliable water, electricity, sanitation, and digital connectivity discourages new business investments. Another issue that the district experiences is the while the informal sector is large, there is still a high "red tape" and a lack of business knowledge on how to prevent these enterprises from being formalized.

Increased incidents of HIV/AIDS prevalence

The issue of poverty and inequality promotes instability and increased risk. Gender disparity in the district also plays a role in the rate of HIV prevalence, where the prevalence is higher in women than in men and the district has more women than men.

Agriculture and tourism potential not fully exploited

These remain significantly underutilized in the district. One challenge is the poor infrastructure, especially poor roads leading to our popular tourist attractions which discourage tourists from visiting those locations. There are also poor roads in rural areas, which prevent farmers from travelling products to and from markets. Another challenge is the disconnect between tourism and agriculture, where integrated tourism plans that include protected areas and agricultural zones prevent these sectors from receiving necessary resources.

Economic stagnation and poor economic infrastructure

Infrastructure failure has played a significant role in this challenge. The district experiences water/sanitation system failures, which has paralyzed economic activity and discouraging investment. In addition to this, electricity and road management systems are experiencing decay in both urban centers and rural areas.

Alignment with provincial and national economic development initiatives

Within the district, there is an incremental disconnect between the Spatial Development Framework and national spatial priorities, leading to development interventions that do not

target the poorest areas effectively. Another issue is that policy-implementation gap to guide the district, causing the district to work in a silo.

High Poverty rate

This is because of the high level of youth unemployment and limited job opportunities. Another reason is that there is underinvestment in rural areas, leading to poor social infrastructure (inadequate schools, limited access to healthcare).

Lack of marketing of the District as a Tourism destination and investment destination

This is because of the funding constraints in the tourism sector and the district, and poor investor confidence. The lack of investors is because there is little information and clear details of investment opportunities, a lack of visibility and professional branding.

3.5.25 SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
♦ The number of people with no schooling has dropped significantly. ♦ Decrease in HIV/AIDS prevalence.	♦ Ability to fully leverage location factors – transport, warehousing & logistics. ♦ Improve level of education. ♦ Improve the health status of the population. ♦ Improve human resource
WEAKNESSES	THREATS
♦ Low level of education. ♦ Lack of funding for social programmes	♦ Low level of education may push the population out of competitive labour and job market. ♦ high level of unemployment, ♦ High level of poverty

3.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

3.6.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

This section should be read with the approved 2026/2027 budget of the municipality. The reader is also directed to read it with **Section F** of this document that talks to the Financial Plan of uThukela district municipality. The municipality has ensured that the finances of the municipality are managed, utilized, and accounted for in a professional manner. It is for this reason that UTDM has established a well-resourced Budget and Treasury Department to ensure that the objectives of UTDM are not compromised. The Accounting Officer is accountable for the finances of the Council. The Chief Finance Officer, who is responsible for the running of the department, producing expenditure reports, allocating budgets for all KPA's, and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

3.6.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

uThukela district municipality within Water, Sanitation and Technical services department has established Project Management Unit which exclusively plan, implement, and manage capital projects. This Unit is relatively well resourced with staff component consisting of the General Manager; PMU Manager; Manager Water services operation, Area Engineers, superintendents and Technicians.

Some of the positions that were displayed in the structure were filled to ensure that the operations are not affected, and the service delivery objective is not compromised. The implementation of the organogram that was approved on the 29 May 2026, to inform the 2026/2027 financial year will assist the municipality in improving its service delivery to the communities because it is structured in a way that prioritised the communities. In dealing with the skills shortage such as project management, the municipality is utilizing the services of the Municipal Infrastructure Support Agent (MISA). The mandate of MISA in uThukela is to support the uThukela district municipality to conduct effective infrastructure planning to achieve sustainable service delivery and to assist with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDP).

There is a good line of communication between the Water, Sanitation and Technical department with BTO. The percentage of the capital budget that was spend in the last three years are summarised as follows:

2022/2023			
	GRANT	SPENT	% SPENT
MIG	171,484,000	163,493,764	95%
RBIG	0	0	0%
WSIG	80,000,000	79,194,566	98%
MASSIFICATION	0	0	0
2023/2024			
	GRANT	SPENT	% SPENT
MIG	204,528,235	204,528,235	100%
RBIG	0	0	0%
WSIG	85,000,000	85,000,000	100%
MASSIFICATION	0	0	0%
2024/2025			
	GRANT	SPENT	% SPENT
MIG	183,673,000	183,673,000	100%
RBIG	0	0	0%
WSIG	100,000,000	84,461,006	84%
MASSIFICATION	0	0	0%

(SOURCE; UTHUKELA DISTRICT BUDGET 2024,2025,2026)

3.6.1.2 PRIORITISED PROJECTS FOR 2026/2027 FINANCIAL YEAR

The following table shows the prioritized capital projects for the 2026/2027 financial year together with the funder, budget, progress, and it indicates whether the project is new or ongoing. It is worth mentioning that most of these projects are continuing to 2029/2030 financial year. The projects below are aligned with the budget.

MUNICIPAL INFRASTRUCTURE GRANT (MIG 2026/2027 and beyond)

Prov Project Registration Number (as on the registration letter)	Project Title	Project Type (Water, Sanitation)	Total Project Cost	Registered MIG Funds	Projected Expenditure Balance as at 30 JUNE 2026	Total planned expenditure on MIG funds for 2026/2027	Total planned expenditure on MIG for 2027/2028		COMMENTS
						June-27			
DC23 PMU	PMU 2026/27	Other	5 894 393,32	TCB	R2,694,393.32	410 000	7 166 290,28	7 513 770	
2013MIGFDC23213176	Kwanobamba-Ezitendeni (Weenen) Water Supply Project (AFA)	Water	302 033 644,00	302 033 644,00	R79,936.50		20 372 741,72	R 785 072,00	
2015MIGFDC23231717	Weenen /Ezitendeni Sanitation AFA	Sanitation	308 008 651,42	308 008 651,42	R13,412,393.63	R 2 230 000,00	24 760 000,00	34 894 195	
2017MIGFDC23260323	Water Supply to Ekuvukeni AFA	Water	209 630 112,66	209 630 112,66	R11,475,636.62	1 350 000	18 000 000,00	32 102 663	
2022MIGFDC23433466	Upgrade of Bergville Bulk Water supply: Phase 2	Water	113 183 729,05	113 183 729,05	R21,56,870.00	R 0,00	12 582 673,00	30 000 000	
2021MIGFDC23422329	The upgrade Langkloof package plant & bulk supply within ward 10 (implementation)	Water	52 206 891,00	52 206 891,00	R5,661,390.29	R 0,00	-	-	
2010MIGFDC23196318	Bhekuzulu/Ephang weni community water supply scheme AFA	Water	144 609 590.00	144 609 590.00	R21,520,407.76	R 3 081 900,75	36 982 809,00	35 315 596	

2020MIGFDC23364 480	Sanitation Coverage in Alfred Duma, Inkosi Langalibalele and Okhahlamba Municipalities	Sanitation	202 749 572,14	202 749 572,14	R8,683,680. 97	1 579 561	30 091 083,00	-	
2015MIGFDC23233 245	Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA 328151	Water	97 327 758,70	97 327 758,70	R15,473,577 .77	R 0,00	5 000 000,00		
2025MIGFDC23573 174	Water and sanitation infrastructure repairs and refurbishments(O& M)	Water and Sanitation	R 75 000 000,00	75 000 000,00	R74,000,000 .00	R 7 001 200,25	84 014 403,00	69 847 704	
2020MIGFDC23388 620	Okhahlamba water supply scheme – ward 2, 3, 14'	Water	R 2 155 606 451,66	173 315 081,00	R 20 098 236,57	-	-	40 000 000	

3.6.1.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

uThukela district municipality has developed and adopted Indigents Policy. The policy is under implementation, and all rural communities qualify for up to 6kl of free basic water. ***The indigent policy was adopted on the 29 May 2026.*** Urban indigent consumers are required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water per month. Rural communities are provided with free basic water and free basic sanitation facilities mainly through. The indigent register is reviewed on annual basis to ensure its relevancy.

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services the households are required to register in terms of the Municipality's Indigent Policy. The target was to register more households that are indigent during the 2019/20 financial year. ***The indigent register shows that 1577 people have registered as indigents as of 22 July 2024. The indigent policy and the indigent register is attached as an annexure.***

In the 2025/2026 financial year, R4.1 million was allocated towards the provision of free basic services.

In the 2026/2027 financial year, it is anticipated that 6 million will be allocated towards the provision of free basic services.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Going forward it will be our priority to reduce the number of households on the indigent register through job creation and programs such as EPWP, ensuring that those that are hired are equipped with certain skills by the end of the program, for future employment.

The table below replicates the cost for free basic services in the last three years starting from 2023/2024 financial year to 2025/2026. It also includes the anticipated 2026/2027.

Free Basic Services for three years		
Next financial year	2026/2027	6 000 000
Current financial year	2025/2026	4 1 000 000
Previous financial year	2024/2025	4.1 000 000
Previous Financial Year	2023/2024	3,411,389.76

The trend indicates the increase of indigent levels starting from the 2023/2024 financial year.

3.6.1.4 MUNICIPAL CONSUMER DEBT POSITION FOR THE PAST THREE YEARS

In the 2022/2023, financial year, the consumer debt position was sitting at **R 952,182,767.16** and it increased in 2023/2024 to **R1,208,980,084.11**. In 2024/2025 financial year the municipality noticed an increase again to **R1,403,026,878.29**. In May 2026, it is sitting at **R1,346,929,159.81** noting that the 2025/2026 is not yet ended, the possibility is that this figures may increase because of the trend. The debt included the following customer categories:

Domestic

Government

Business

Churches

Trusts

Other

Industries

IDC Estate

Below is the Debtors age analysis for uThukela district municipality for three consecutive years starting from 2022/2023 to 2025/2026 (up to May 2026) as well as the factors that relate to the imminent increase of consumer debt in uThukela district municipality:

ACCOUNT_TYPE	Current	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	210 Days	240 Days	270 Days	300 Days	330 Days	360 Days	390 + Days	Total
DOMESTIC	23,629,246.31	22,148,960.06	23,073,639.73	22,073,605.24	21,332,506.21	27,272,914.38	21,765,663.24	20,360,215.20	22,135,969.70	18,713,810.27	17,127,885.47	16,115,482.60	16,266,442.84	941,030,754.97	1,213,047,096.22
GOVERNMENT	3,931,912.93	2,283,958.60	1,378,861.86	1,221,778.23	914,544.15	1,131,599.11	2,606,345.67	1,095,293.42	1,079,597.83	890,081.01	2,806,973.12	1,831,143.03	724,792.20	41,328,683.47	63,225,564.63
BUSINESS	2,333,175.84	963,310.96	746,936.00	1,001,086.40	709,178.00	863,870.41	1,169,671.29	806,605.90	923,262.11	849,386.32	1,117,033.44	577,454.15	783,606.51	40,431,348.05	53,275,925.38
CHURCHES	107,906.58	82,639.85	73,382.60	102,459.34	68,005.40	69,166.33	72,561.51	67,043.16	66,151.09	63,507.83	55,848.41	63,969.51	63,959.23	3,416,646.68	4,373,247.52
TRUSTS	307,900.04	162,498.46	265,469.44	126,559.50	87,928.16	309,715.48	93,464.30	86,759.98	134,366.29	86,060.22	95,170.16	89,941.69	71,308.17	6,302,693.78	8,219,835.67
OTHER	24,252.33	11,236.38	11,155.25	10,836.14	10,750.39	12,040.46	12,401.70	12,902.61	11,678.33	11,151.58	9,814.73	9,397.12	9,576.21	882,131.05	1,039,324.28
INDUSTRIAL	1,060,296.04	489,586.80	55,650.97	829,133.78	189,058.54	35,082.94	47,448.41	44,732.04	35,098.00	24,276.05	37,911.47	6,099.27	8,604.17	-904,314.76	1,958,663.72
IDC ESTATE	783,172.43	972,894.75	11,951.98	451.77	449.38	447.00	444.61	442.23	439.85	437.47	397.51	395.39	393.29	17,184.73	1,789,502.39
TOTAL	32,177,862.50	27,115,085.86	25,617,047.83	25,365,910.40	23,312,420.23	29,694,836.11	25,768,000.73	22,473,994.54	24,386,563.20	20,638,710.75	21,251,034.31	18,693,882.76	17,928,682.62	1,032,505,127.97	1,346,929,159.81

FINANCIAL YEAR 2024/2025

ACCOUNT_TYPE	202506	202505	202504	202503	202502	202501	202412	202411	202410	202409	202408	202407	202406	202405	Total
DOMESTIC	23,345,489.65	20,370,559.66	20,128,709.34	20,037,326.71	20,084,715.27	21,381,282.39	18,314,564.83	19,658,523.29	18,787,459.47	19,571,867.01	19,846,655.79	19,435,593.77	19,377,529.57	1,004,423,227.67	1,264,763,504.42
GOVERNMENT	5,512,337.98	3,187,074.21	4,846,401.46	1,264,662.53	894,474.71	-2,614,472.00	589,637.33	510,766.51	576,759.44	806,489.72	777,745.78	530,397.89	1,727,551.34	39,550,261.71	58,160,088.61
BUSINESS	5,254,867.77	944,611.07	991,778.52	752,249.44	726,984.78	736,376.69	991,383.09	907,965.93	2,281,743.28	1,129,287.04	238,398.14	881,665.53	2,578,068.42	36,025,053.63	54,440,433.33
CHURCHES	91,314.05	75,462.61	70,899.16	66,000.02	62,654.44	68,861.68	80,941.01	65,017.23	130,256.98	63,112.43	60,060.06	55,955.74	63,302.73	2,902,188.11	3,856,026.25
TRUSTS	212,616.09	109,031.20	102,760.47	132,691.93	74,984.69	82,824.63	71,156.40	114,253.63	76,240.38	76,365.44	67,440.80	83,335.00	146,544.85	5,549,941.39	6,900,186.90
OTHER	26,440.83	9,876.36	10,054.53	10,071.49	11,089.64	10,370.48	15,198.34	9,737.16	10,339.31	18,224.04	45,475.47	11,126.63	21,965.10	781,699.21	991,668.59
INDUSTRIAL	11,470,188.11	500,948.65	31,995.20	17,598.54	14,799.65	13,168.61	24,738.82	8,391.07	8,388.96	13,340.67	14,521.88	12,514.17	9,558.46	683,612.85	12,823,765.64
IDC ESTATE	1,062,305.02	11,321.51	393.29	391.18	389.07	386.97	384.85	382.74	380.63	378.53	376.42	374.31	355.87	13,384.16	1,091,204.55
TOTAL	46,975,559.50	25,208,885.27	26,182,991.97	22,280,991.84	21,870,092.25	19,678,799.45	20,088,004.67	21,275,037.56	21,871,568.45	21,679,064.88	21,050,674.34	21,010,963.04	23,924,876.34	1,089,929,368.73	1,403,026,878.29

FINANCIAL YEEAR 2023/2024

ACCOUNT_TYPE	202406	202405	202404	202403	202402	202401	202312	202311	202310	202309	202308	202307	202306	202305	Total
DOMESTIC	24,519,210.53	21,556,980.22	21,044,586.11	20,161,229.76	21,048,920.85	19,987,515.30	20,318,051.54	18,496,677.35	17,775,834.52	18,043,817.20	18,751,127.55	18,217,889.53	17,634,630.13	811,155,684.62	1,068,712,155.21
GOVERNMENT	5,636,066.13	4,815,710.20	4,513,454.90	4,512,369.14	3,147,519.09	3,159,791.29	6,177,837.96	1,431,430.60	805,006.32	1,463,201.57	1,497,789.04	1,572,585.46	1,331,630.61	34,264,871.08	74,329,263.39
BUSINESS	4,925,443.22	1,427,804.15	1,651,861.28	1,033,262.74	969,028.73	965,941.37	1,018,623.85	735,728.00	587,784.92	726,113.89	873,323.86	718,357.79	819,676.58	30,453,350.41	46,906,300.79
CHURCHES	128,718.58	80,802.44	60,250.43	49,741.18	61,065.26	42,660.70	46,682.96	45,563.51	41,606.10	44,290.08	45,790.58	40,634.15	53,106.94	2,549,111.54	3,290,024.45
TRUSTS	358,964.10	181,825.52	160,243.76	158,468.83	139,915.83	131,754.18	135,646.60	165,836.55	103,214.88	133,125.23	130,670.80	169,722.17	156,816.21	4,763,071.45	6,889,276.11
OTHER	111,694.72	105,927.51	105,534.12	104,658.81	103,122.34	102,485.34	105,292.17	102,791.04	28,815.01	104,063.38	102,229.28	101,131.16	106,559.58	3,151,415.39	4,435,719.85
INDUSTRIAL	1,713,263.15	-12,456.42	15,159.12	13,368.97	9,711.79	32,416.73	31,915.11	41,510.15	9,677.38	-168,376.22	13,932.50	13,905.01	15,722.80	600,788.66	2,330,538.73
IDC ESTATE	1,582,481.37	491,293.93	351.89	349.90	347.91	345.92	343.93	341.94	339.95	337.96	335.97	333.98	311.78	9,289.15	2,086,805.58
TOTAL	38,975,841.80	28,647,887.55	27,551,441.61	26,033,449.33	25,479,631.80	24,422,910.83	27,834,394.12	21,019,879.14	19,352,279.08	20,346,573.09	21,415,199.58	20,834,559.25	20,118,454.63	886,947,582.30	1,208,980,084.11

2022/2023															
ACCOUNT_TYPE	202,306.00	202,305.00	202,304.00	202,303.00	202,302.00	202,301.00	202,212.00	202,211.00	202,210.00	202,209.00	202,208.00	202,207.00	202,206.00	202,205.00	Total
DOMESTIC	20,730,274.22	22,913,983.38	17,473,848.17	16,974,435.30	17,109,074.19	17,686,726.14	16,899,696.30	16,580,782.19	16,483,855.86	16,327,924.55	15,740,128.32	17,494,331.00	15,270,762.72	629,430,049.34	857,115,871.68
GOVERNMENT	2,936,513.37	2,146,766.53	1,723,843.14	1,558,665.15	1,246,124.16	1,648,885.10	1,299,931.43	1,300,730.04	1,109,316.73	1,280,966.39	1,457,391.30	1,009,247.41	1,469,717.00	19,622,987.38	39,811,085.13
BUSINESS	2,746,835.15	1,018,094.45	1,092,759.44	1,451,696.89	969,336.32	1,054,446.94	619,723.71	549,208.43	929,021.39	857,049.36	342,553.67	721,172.79	737,137.03	24,345,110.89	37,434,146.46
CHURCHES	112,119.58	50,433.82	47,939.70	51,582.94	44,782.68	48,007.00	39,392.18	41,823.50	42,807.62	53,513.68	10,621.00	39,650.12	33,207.18	2,198,385.48	2,814,266.48
TRUSTS	371,039.20	169,511.69	132,456.71	139,179.34	114,598.18	135,755.41	145,915.35	159,236.56	143,496.07	156,036.89	138,186.56	135,873.38	156,173.90	3,747,001.47	5,844,460.71
OTHER	115,725.04	97,092.26	92,632.53	91,798.37	91,177.12	90,402.43	90,186.07	89,193.35	107,474.95	82,995.94	79,539.70	87,612.40	66,523.50	2,094,660.30	3,277,013.96
INDUSTRIAL	679,749.86	465,942.26	413,632.42	362,169.25	358,790.76	214,320.27	387,569.86	233,390.99	344,415.00	33,920.32	46,359.02	47,614.62	23,017.01	1,577,662.44	5,188,554.08
IDC ESTATE	672,134.56	16,254.89	308.10	306.26	304.41	302.57	300.73	298.89	297.04	295.20	293.36	291.52	275.40	5,705.73	697,368.66
TOTAL	28,364,390.98	26,878,079.28	20,977,420.21	20,629,833.50	19,934,187.82	20,878,845.86	19,482,715.63	18,954,663.95	19,160,684.66	18,792,702.33	17,815,072.93	19,535,793.24	17,756,813.74	683,021,563.03	952,182,767.16

In a nutshell, in the past three financial years, the indication is that debtors are increasing and it must be noted that current year is not yet completed but the trend tells us that it will increase and the factors that relate to the imminent increase of consumer debt in uThukela district municipality were as follows:

- ✓ Water leaks due to poor infrastructure.
- ✓ Faulty meters that give ridiculous consumptions
- ✓ Classification of indigent customers- (e.g., pensioners not classified as indigent customers)
- ✓ Credit control & debt collection policies not implemented.
- ✓ Billing information / data not accurate – (e.g., when the system keeps on billing customers that are no longer exist)

Strategies in place to reduce consumer debt in uThukela district municipality are explained below:

- ✓ Conduct meter audits on a regular basis.
- ✓ Replacing faulty meters
- ✓ Implementation of indigent policies & awareness campaign on indigents through ward councillors
- ✓ Implementing an effective credit control & debt collection policy.
- ✓ Data cleansing (the municipality has already started with the data cleansing project, and field workers were appointed to collect data from customers)

3.6.1.5 GRANTS & SUBSIDIES

Grants are a very necessary part of the municipality's planning process, and the following grants will be received from the National and Provincial Government in the next financial years. In the 2025/2026 financial year, **the grant dependency was sitting at 73.5%**. Operating grants and transfers total R693 million in the 2026/2027 financial year, below are a detailed split of the operating grants. The Municipal Systems Improvement Grant has also been included.

Operating Transfers and Grant Receipts

DIVISION OF REVENUE BILL 2026/2027 - 2028/2029				
UNCONDITIONAL GRANTS				
	R'000	R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
EQUITABLE SHARE	556 875	588 632	621 757	636 599
RSC LEVIES REPLACEMENT	87 013	90 297	93 900	96 819
SPECIAL SUPPORT FOR COUNCILLOR				
REMUNERATION AND WARD COMMITTEES	6 868	7 109	7 356	7 585
TOTAL UNCONDITIONAL GRANTS	650 756	686 038	723 013	741 003
CONDITIONAL GRANTS - OPERATIONAL GRANTS				
	R'000	R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
RURAL ROAD ASSET MANAGEMENT	2 918	3 036	3 157	3 255
FINANCIAL MANAGEMENT GRANT	2 000	2 200	2 300	2 400
EXPANDED PUBLIC WORKS PROGRAM	2 093	2 187	-	-
TOTAL OPERATIONAL GRANTS	7 011	7 423	5 457	5 655
CONDITIONAL GRANTS - CAPITAL GRANTS				
		R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
MUNICIPAL INFRASTRUCTURE GRANT	219 159	222 036	247 744	255 914
WATER SERVICES INFRASTRUCTURE GRANT	100 000	-	-	-
MUNICIPAL DISASTER RELIEF GRANT	34 200	-	-	-
TOTAL OPERATIONAL GRANTS	353 359	222 036	247 744	255 914
TOTAL CONDITIONAL GRANTS	360 370	229 459	253 201	261 569
TOTAL GRANTS	1 011 126	915 497	976 214	1 002 572

3.6.1.6 GRANT DEPENDENCY

The uThukela district municipality is a grant dependent municipality. The table below shows the calculation of grant dependency for the past three years starting from 2022/2023 to 2024/2025. The calculation below indicates that in 2022/2023, the Grant Dependency was sitting at 73,57% and 70.47% in the 2023/2024. The 2024/2025 financial year indicates the decrease to 69.68%.

GRANT DEPENDENCY

GRANT DEPENDANCY	2022/2023	2023/2024	2024/2025
TOTAL REVENUE	1,074,442,440	1,245,542,284	1,280,980,907
TOTAL GRANTS	790,419,908	877,733,904	892,651,158
GRANT DEPENDANCY	73.57%	70.47%	69.68%

The trend indicates that the dependency of grant of the municipality slightly decreases from 2022/2023 financial year to date.

3.6.1.7 GRANT REGISTER

The following diagram shows the grant register as of 30 April 2024. The grant register that records all the funds received and the expenditure of each individual grant. It is updated weekly.

UTHUKELA DISTRICT MUNICIPALITY GRANT REGISTER - 2023/24										
Summary of Grants received, expenditure & Funds available as at 30 April 2024										
			Audited Balance as at	Roll-Over Disallowed	Budget Amount 2022/23	Received		Spent & transferred to income		Closing Balance/ Unspent
	Name of Grant owner	Grant Type	01/07/2023			2023/24	% Spent on total allocation	2023/24	% Spent on received amount	
G3.101	NN Khuzwayo	MUNICIPAL INFRASTRUCTURE GRANT	7 990 235,13		221 342 000,00	196 538 000,00	76%	167 908 032,44	82%	36 620 202,69
G3.102	NN Khuzwayo	WATER & SANITATION INFRASTRUCTURE GRANT	5 648 483,42	-3 848 483,42	85 000 000,00	85 000 000,00	49%	41 565 049,42	48%	45 234 950,58
G3.105	NN Khuzwayo	RURAL ROAD ASSET MANAGEMENT SYSTEM	0,00		2 672 000,00	2 672 000,00	66%	1 774 997,24	66%	897 002,76
G3.106	NN Khuzwayo	EPWP INTERGRATED GRANT	0,00		1 816 000,00	1 816 000,00	100%	1 816 000,00	100%	0,00
G3.107	BB Sithole	FINANCE MANAGEMENT GRANT	0,00		2 100 000,00	2 100 000,00	88%	1 854 364,69	88%	245 635,31
G3.108	O Mnguni	LG SETA	26 582,86		0,00	508 870,53	0%	505 218,82	94%	30 234,57
			13 665 301,41	-3 848 483,42	312 930 000,00	288 634 870,53	69%	215 423 662,61	72%	83 028 025,91
PREPARED BY: _____								CHECKED BY: _____		
APPROVED BY: _____										

The tables below show the three-year summary of funds received, funds spent and unspent starting from June 2022 to June 2024.

SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 30 JUNE 2022

	Audited Balance as at	opening balances restated	Received	Spent & transferred to income	Closing Balance/ Unspent
Grant Type	01/07/2021	01/07/2021	2020/21	2020/21	2021/21
Rural Roads Asset Management	(1,227,391.00)	(1,227,391.00)	(2,488,000.00)	2,718,140.00	(997,251.00)
RASSET Program	0.00	0.00	(3,000,000.00)	3,000,000.00	0.00
MIG	0.00	0.00	(180,033,000.00)	180,033,000.00	0.00
Nodal Plan Grant	0.00	0.00	(1,000,000.00)	0.00	(1,000,000.00)
RBIG - CAPITAL	(46,379,798.00)	0.00	(45,000,000.00)	41,411,809.00	(3,588,191.00)
Finance Management Grant	0.00	0.00	(1,545,000.00)	1,545,000.00	0.00

EPWP INTERGRATED GRANT	0.00	0.00	(6,206,000.00)	6,206,000.00	0.00
Massification Grant	0.00	0.00	(14,000,000.00)	9,445,458.00	(4,554,542.00)
LGSETA GRANT - TRAINING	(336,942.00)	(336,942.00)	(486,726.00)	427,501.00	(396,167.00)
KZN DPSS Shared Services	(210,695.00)	(210,695.00)	(300,000.00)	510,695.00	0.00
KZN Growth and Development	(2,580.00)	(2,580.00)	0.00	0.00	(2,580.00)
	(47,057,406.00)	(1,777,608.00)	(254,058,726.00)	245,297,603.00	(10,538,731.00)

SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 31 JUNE 2021

	Name of Grant owner	Grant Type	01/07/2021			2020/221	2020/21	2020/21
G3.101	N Khuzwayo	RURAL ROAD ASSET MANAGEMENT SYSTEM	997 252.03	997 252.03	2 636 000.00	2 636 000.00	2 636 000.00	0.00
G3.102	N Khuzwayo	MIG			183 937 000.00	183 937 000.00	183 937 000.00	0.00
G3.105	N Khuzwayo	RBIG	3 588 190.86	3 588 190.86	10 000 000.00	10 000 000.00	9 996 113.58	3 886.42
G3.106	N Khuzwayo	EPWP INTERGRATED GRANT			7 054 000.00	7 054 000.00	7 054 000.00	0.00
G3.108	N Khuzwayo	WATER & SANITATION INFRASTRUCTURE GRANT			108 000 000.00	108 000 000.00	108 000 000.00	0.00
G3.129	N Khuzwayo	MASSIFICATION	4 554 541.56			15 000 000.00	17 242 321.36	2 312 220.20
G3.104	PHZ Kubheka	FMG GRANT			2 010 000.00	2 010 000.00	2 010 000.00	0.00
G3.109	NZ Khuzwayo	SHARED DEVELOPMENT PLANNING GRANT	0.00		550 000.00	550 000.00	550 000.00	0.00
G.3110	BS HLOMUKA	LGSETA	396 166.76			621 117.42	316 641.81	700 642.37
G.3111	NZ Khuzwayo	DISTRICT GROWTH DEVELOPMENT	2 580.00			0.00	2 580.00	0.00

G3.127	NZ Khuzwayo	NODAL PLAN GRANT	1 000 000.00			0.00	294 125.00	705 875.00
	NZ Khuzwayo	DISASTER MANAGEMENT GRANT				2 000 000.00	0.00	2 000 000.00
	B H Khoza	COVID-19				745 000.00	745 000.00	0.00
			10 538 731.21	4 585 442.89	314 187 000.00	332 553 117.42	332 783 781.75	5 722 623.99

GRANT REGISTER - 2023/2024

Summary of Grants received, expenditure & Funds available as at 30 June 2023

Name of grant	Funder	Opening Balance as at 30 June 2021	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 30 June 2022
<u>Expanded Public Works Programme (EPWP)</u>	National	R -	R3 730 000	R 3 730 000	R -	R -	R 0
<u>Financial Management Grant (FMG)</u>	National	R -	R 1 800 000	R 1 459 842	R 85 101	R -	R 255 057
<u>LG Seta Grant</u>	National	R700 642	R485 883	R 1 186 525	R -	R -	R -0
<u>Municipal Infrastructure Grant (MIG)</u>	National	R -	R 180 406 000	R 4 529 360	R175 876 640	R -	R -
<u>Water Services Infrastructure Grant (WSIG)</u>	National	R -	R 90 000 000	R -	R 90 000 000	R -	R-0
<u>Regional bulk infrastructure grant (RBIG)</u>	National	R 3 886	R 39 399 000	R -	R 23 379 237	R -	R 16 023 649
<u>Rural road asset management system (RRAMS)</u>	National	R -	R 2 508 000	R 2 507 862	R -	R -	R138
<u>Massification Grant</u>	Provincial	R 2 312 220	R -	R -473 919	R 2 786 140	R -	R0
<u>Development planning and shared services</u>	Provincial	R -	R -	R -	R -	R -	R-
<u>District Growth and Development Grant</u>	Provincial	R-	R-	R -	R-	R-	R -
<u>Nodal plans</u>	Provincial	R 705 875	R -	R509 000	R-	R -	R196 875
<u>Disaster Management Grant</u>	Provincial	R 2 000 000	R -	R -	R1 971 364	R -	R 28 636
<u>Blank Capital Grant 2</u>	-	R -	R -	R -	R -	R -	R-
TOTAL		R 5 722 623	R 318 328 883	R 13 448 669	R 294 098 482	R -	R 16 504 355

3.6.1.7 CURRENT & PLANNED BORROWINGS

The municipality does not have any planned borrowings for this financial year. The municipality has paid off the borrowings that were acquired through the DBSA; ***therefore, there is no plan for repayment. The purpose of those borrowings was for capital development.***

3.6.1.8 FINANCIAL RATIOS

A financial ratio in the case of uThukela district municipality is a relative magnitude of two selected numerical values taken from the municipal annual financial statements. Often used in accounting, there are many standard ratios used to try to evaluate the overall financial condition of the organization. The following is the summary of the financial ratios of uThukela shows the two-year history starting from 2023/2024 to 2024/2025 financial years. It also shows the three-year cost coverage ratio, current ratio.

2023/2024

Cost coverage ratio		2023/2024
1		0 Month
	Cash and cash equivalents	5,715,178
	Unspent Conditional Grants	99,113
	Overdraft	-
	Short Term Investments	1,045,141
	Total Annual Operational Expenditure	869,861,559
Current ratio (current assets to current liabilities)		2023/2024
2		0.32
	Current Assets	331,892,519
	Current Liabilities	1,032,036,405
Capital expenditure to total expenditure		2023/2024
3		18%
	Total Operating Expenditure	1,032,036,405
	Taxation Expense	
	Total Capital Expenditure	234,210,902
Debt to revenue		2023/2024
4		0%
	Total Debt	-

Total Operating Revenue	1,245,542,283
Operational Conditional Grants	99,113

5	Collection rate	2023/2024
		28%
	Gross Debtors closing balance	1,227,535,098
	Gross Debtors opening balance	974,325,366
	Bad debts written Off	-
	Billed Revenue	349,742,870
6	Remuneration (employees and councillors) to total expenditure	2023/2024
		32%
	Employee/personnel related cost	374,224,859
	Councillors Remuneration	6,302,847
	Total Operating Expenditure	1,192,739,920
	Taxation Expense	
7	Distribution losses: water	2023/2024
		60%
	Number of kilolitres purchased and/or purified	40,043,391
	Number of kilolitres sold	16,158,506
8	Creditors days	2023/2024
		776 days
	Trade Creditors	951,075,161
	Contracted Services	45,995,814
	Repairs and Maintenance	109,512,064
	General expenses	259,800,343
	Bulk Purchases	32,063,963
	Capital Credit Purchases (<i>Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment</i>)	-
9	Budget funding status	2023/2024
	Status	Unfunde
	Funding period	10 Years

10	Conditional grants cash backed	2023/2024
	Status	Yes
	Unspent grants	99,113
	Cah and cash equivalents	5,715,178
11	Grant dependency	2023/2024
	Status	Yes
12	Loans	2023/2024
	Status	No loans

2024/2025

1	Cost coverage ratio	2024/2025
		0 Month
	Cash and cash equivalents	10,897,083
	Unspent Conditional Grants	19,126,543
	Overdraft	-
	Short Term Investments	7,756,442
	Total Annual Operational Expenditure	1,331,747,458
2	Current ratio (current assets to current liabilities)	2024/2025
		0.27
	Current Assets	383,208,278
	Current Liabilities	1,400,691,143
3	Capital expenditure to total expenditure	2024/2025
		22%
	Total Operating Expenditure	1,331,747,458
	Taxation Expense	-
	Total Capital Expenditure	263,134,006
4	Debt to revenue	2024/2025
		100%
	Total Debt	1,273,766,695
	Total Operating Revenue	1,280,980,907

	Operational Conditional Grants	3,993,902
5	Collection rate	2024/2025
		20%
	Gross Debtors closing balance	1,201,639,850
	Gross Debtors opening balance	1,237,042,921
	Bad debts written Off	260,434,891
	Billed Revenue	280,733,240
6	Remuneration (employees and councillors) to total expenditure	2024/2025
		32%
	Employee/personnel related cost	416,845,214
	Councillors Remuneration	6,560,505
	Total Operating Expenditure	1,331,747,458
	Taxation Expense	-
7	Distribution losses: water	2024/2025
		65%
	Number of kilolitres purchased and/or purified	39,760,107
	Number of kilolitres sold	14,029,019
8	Creditors days	2024/2025
		799 days
	Trade Creditors	1,273,766,695
	Contracted Services	54,560,500
	Repairs and Maintenance	167,743,181
	General expenses	316,480,145
	Bulk Purchases	43,145,386
	Capital Credit Purchases (<i>Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment</i>)	-

9	Budget funding status		2024/2025
	Status		Unfunde
	Funding period		10 Years
10	Conditional grants cash backed		2024/2025
	Status		NO
	Unspebt grants		19,126,543
	Cah and cash equivalents		10,897,083
11	Grant dependency		2024/2025
	Status		Yes
12	Loans		2024/2025
	Status		No loans

3.6.1.9 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2026/27 draft budget provides for around asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2026/27. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

Repairs and maintenance per asset class SA34c

Repairs to Pumps (510/235120)	29 000 000.00	29 957 000.00	30 915 624.00
Pipelines & portable water maintenance (510/235100)	10 000 000.00	10 000 000.00	10 000 000.00

The water services department will employ a planned maintenance plan to prevent emergency repairs which often result in excessive expenditure.

The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation.

As part of the engagements with treasury the municipality was advised to apply to MIG and WSIG donors to utilise a larger portion of the infrastructure grants for refurbishments.

3.6.1.10 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance and materially extend its useful life (which may be a full or partial extension of life – i.e., less than its original expected useful life). Resources such as financial to ensure its feasibility support the plan.

uThukela district municipality had adopted the asset management policy and procedure manual together with the operational, repairs and maintenance plan on the **29 May 2026**. The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality.

3.6.1.11 SUPPLY CHAIN MANAGEMENT (SCM)

The municipality has its Supply Chain Management Unit in place. The supply chain management deals with the systematic processes associated with the needs analysis and acquisition of goods and services required by the Municipality in terms of Section 217 of the constitution stipulates that the municipality must establish a supply chain management system that is fair, transparent, equitable, competitive, efficient, and cost-effective.

The supply chain activities are performed in line with the provisions of the Municipal Supply Chain Management Policy, Municipal Finance Management Act (No.56 of 2003), Preferential Procurement Policy Framework Act and its 2011 B-BBEE Regulations. Prospective suppliers or service providers wishing to do business with the council are invited to be registered on the municipal's list of accredited service providers/suppliers after the checking and evaluation of their application forms. All procurement requests exceeding R30 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed following the competitive bidding process. This approval includes the processing of bids by the Bid Specifications, Evaluation and Adjudication Committees. The bids are advertised in the newspapers, municipal website, and notice boards.

To add to the latter, the uThukela district municipality has ***reviewed and adopted the Supply Chain Management Policy on the 29 May 2026. The reviewed SCM policy is attached as annexure.*** This policy guides procurement of goods and services in a fair, transparent, competitive, and efficient manner and to ensure that historically disadvantaged individuals (HDI) are accorded preferential consideration. ***The approved SCM policy is emphasising on the issue of the provision of the people living with disabilities (PLWD) to qualify for tendering. The policy talks to sub-contracting with the following designated groups:***

- An EME or QSE, which is at least 51%, Black Owned
- An EME or QSE which is at least 51% owned by black youth
- An EME or QSE, which is at least 51%, Black Women Owned

• **An EME or QSE which is at least 51% owned by black people with disabilities (see the attached SCM Policy)**

- An EME or QSE which is 51% owned by black people living in rural or underdeveloped areas and / or townships.
- A Cooperative which is at least 51% owned by black people.
- An EME or QSE which is at least 51% owned by black people who are military veterans.

3.6.1.12 CHALLENGES IN SCM UNIT

The municipality has its Supply Chain Management Unit in place headed by SCM Manager and is situated in the BTO department under the guidance of the CFO. There are not many challenges in the unit except that SCM in some tenders fail to meet the 90 days validity timeframe because of complains and objections from the tenderers.

In addressing that challenge, the Bid Committees were properly trained to avoid unnecessary objectives from the tenderers.

On the 1st of February 2024 the BTO organized a procurement Indada to educate everyone in the organisation about the procurement systems. The aim of this Procurement Indada was to ensure that everybody is on board with the SCM processes.

3.6.1.13 DEVIATION

The table below shows deviation register including the reasons for deviations for 2024/2025 financial year:

Deviation Register: 2024-2025

Requisition no	Order number	Order date	Supplier	Department	Reason for deviation	Amount
Corporate services						
27592	27592	20/08/2024	Bell equipment	Corporate services	Sole service provider to repair bell TLB	49,703.69
27591	27591	20/08/2024	Bell equipment	Corporate services	Sole service provider to repair bell TLB	50,669.05

38781	28260	20-mar-25	Mbe construction and projects	Corporate services	Submission for urgent electrification on an urgent basis for 10 (ten) offices at Pieters that will accommodate laboratory and support staff	R 424,500.00
34915	28340	24/02/2025	Ibhubesi trading	Corporate services	Submission for urgent refurbishment of Pieters offices for laboratory relocation	R 1,465,000.00
Water services						
34933	34933	15/07/2024	Ibhubesi trading	Water services	Dislodge and disinfect reservoir tank at Winterton	R 1,739,196.57
34009	34009	13/08/2024	Okuhlenathi (pty)ltd	Water services	Dislodge of 200kl reservoir tank at Peacetown reservoir	R 1,850,000.00
34002	34002	15/08/2024	Okuhlenathi (pty)ltd	Water services	Oxaile crystal industrial grade e 25kg	R 1,104,661.20
31490	31490	23/10/2024	Lukhwishi trading enterprice	Water services	Fencing at kuthuleni production borehole scheme and construction	R 544,985.00
33926	33926	26/11/2024	Mvungami projects.	Water services	Hire of professional service provider to dis-ludge and fix scarwer valve at mbulwane reservoir	R 1,570,000.00

33928	33928	26/11/2024	Okuhlenathi (pty) ltd	Water services	Hire of professional service provider to dis-ludge and fix scarwer valve at mbulwane reservoir	R 1,646,800.00
33927	33927	28/11/2024	Lukhwishi trading enterprice	Water services	Supply and installation inline valves and fitting, replacement of non-functional scour valves and fittings for the sedimentation tanks filter sand replacement, sludge removal from flocculation channels	R 994,350.00
33920	33920	05/02/2025	Galalenskosi (pty)ltd	Water services	Fixing and repairing damaged power supply at voortrekker street in Bergville town	R 93,106.00
3392	3392	03/03/2025	Bezwangendaba	Water services	Disludge and disinfect Ngodini reservoir at Weenen reservoir purpose	R 1,945,800.00
34915	28353	24/03/2025	Ibhubesi trading	Water services	Sludge removal at pumpstation no.2& 3 at Zwelisha emoyeni wtw	R 1,438,791.58

33306	33306	07/03/2025	Lukhwishi trading enterprice	Water services	De-sludge and disinfect ezitendeni reservoir at Weenen	R 1,700,000.00
33928	33928	26/11/2024	Okuhle nathi (pty) ltd	Water services	De-sludge and disinfect mbulwane reservoir	R 1,646,800.00
33926	33928	09/12/2024	Ibhubesi trading and security	Water services	Dis-sludge and disinfect Mabhekazi reservoir	R 1,789,324.20

3.6.1.14 PROCUREMENT PLANS

A Procurement Plan defines the products and services that the municipal department will obtain from external suppliers. The uThukela Procurement Plan gone one-step further by describing the process that will go through to appoint those suppliers contractually. The procurement plan of uThukela defines the following:

- The items that need to procure by all departments.
- The process for acquiring those items.
- Schedule the timeframes for delivery.

The following table shows the procurement plan in respect of advertised competitive bids (goods, infrastructure projects or services more than R200 000 including all applicable taxes) for the 2025/2026 financial year:

SCHEDULE OF PROCUREMENT PLANS IN RESPECT OF ADVERTISED COMPETITIVE BIDS

Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
Kwanobamba-Ezitendeni water supply	R17 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA

Weenen Sanitation	R20 500 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Bhekuzulu/Ephangweni water supply	R56 315 763.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Water and Sanitation Infrastructure and Refurbishment project phase 3	R10 300 300.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Okhahlamba water supply scheme ward 2,3 and 14	R20 500 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Fitty park Sundays river uMhlumayo Extensions phase 1 AFA	R20 850 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Water supply to Ekuvukeni AFA	R18 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and Upgrade of Tugela Estate Water Treatment	R1 473 167.20	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Sanitation Coverage in Alfred Duma, Inkosi Langalibalele and Okhahlamba Municipalities	R20 042 687.81	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Upgrade of Bergville Water Treatment works bulk water supply phase 2	R10 076 098.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA

Upgrade of Langkloof WTW and Bulk Water supply within ward 10 phase 2	R18 206 891.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Ladysmith AC Pipe replacement	R15 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Steadville WCDM	R15 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Ezakheni WCDM	R7 000 00.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Hotspot Area - CES Turnkey Project for uThukela District Springs and Boreholes	R20 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Bergville AC Replacement	R15 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Construction of Zwelisha/Moyeni WTW and Bulk Infrastructure	R13 00 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA
Citi-OS Water Infrastructure and Borehole management system Implementation	R15 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	SZ ZIKALALA

WATER SERVICES

Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
Supply and Delivery Electrical Equipment's	R1 000 000.00	AUGUST 2025	SEPTEMBER 2025	OCTOBER 2025	X MTHEMBU
Repairs To pumps	R39 000 000.00				

Supply and Delivery of Plumbing Materials	R15 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	X MTHEMBU
Panel of Service Providers to Hire Plant Hire	R7 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	X MTHEMBU
Supply and Delivery of Water Chemicals	R20 000 000.00	OCTOBER 2025	NOVEMBER 2025	DECEMBER 2025	X MTHEMBU

CORPORATE SERVICES

Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
Cell phones	R16 000 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	Langelihle Thwala
Telephones		JULY 2025	AUGUST 2025	SEPTEMBER 2025	Langelihle Thwala
Supply and Installation of Access Control	R1 200 000.00	JULY 2025	AUGUST 2025	SEPTEMBER 2025	Slindile Gcabashe
Project Name & Brief Description	Estimated value (including all applicable taxes)	Envisaged date of advertisement on the website, newspapers or other media	Envisaged closing date of bid	Envisaged date of award	Responsible department within municipality
Appointment of Professional Engineer to compile and update Grap compliant Infrastructure fixed asset register	R10 191 387.00	September 2025	October 2025	November 2025	Lucky Dubazane

Banking Services for a period of 60 months	Fee%	September 2025	October 2025	November 2025	Piet Koortzen
Professional Service provider to render cash collection services for a period of 60 months	R1 500 000.00	September 2025	October 2025	November 2025	Piet Koortzen

3.6.1.15 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

The budgeted allocation for employee related costs for the 2026/27 financial year totals R402million, which equals 38% of the total operating expenditure. Which is below the norm of 40%. The municipality has considered the year-to-date figure; however quite drastic changes have occurred as contract employees have been terminated and overtime reduced drastically.

An exemption application has been made on overtime, for all employees above the threshold. Our aim is to do away completely with overtime in the long run. Senior managers have devised a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby. Shift policy to be implemented. Employees are calculated based on monthly figures as several terminations of contract employees has been effected. An application for increments will be done by the municipality, and should it be successful the municipality will realise major cost savings. However, an increase has been factored.

3.6.1.16 REVENUE ENHANCEMENTS AND PROTECTION STRATEGIES

The municipality has developed the credit control and debt collection policy. Both policies were reviewed and adopted by council on the **29 May 2026**. This policy provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts. Council adopted the credit control and debt collection policy and reviewed annually. *The revenue enhancement and protection strategies are attached as annexure.*

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Most of which will benefit the municipality as well as

consumers. It is crucial to mention the following issues that are negatively impacted in the collection rate and the actions that the municipality is taking to improve the collection rate:

- ❖ COVID-19 pandemic impacted negatively on debt collection.
- ❖ Water losses are still not measured accurately as there are no bulk meters.
- ❖ Some meters are estimated for more than 3 three months due to high vacancy rate.
- ❖ Faulty meters and meters inside yards hindering disconnections.
- ❖ Revenue management SOP's have been developed and is implemented.
- ❖ Credit control & Debt collection Policy is currently enforced.

The collection of revenue must be addressed seriously, as it affects the cash flow and financial viability of the municipality.

COGTA has intervene to assist the municipality. The anticipation is that the collection rate is expected to increase. *The figure below displays the status of revenue from 2021/2022 to 2024/2025(April 2025). The trend indicates the decrease of collection rate from 2021/2022(34%) to 36,88% as of April 2025.*

Collection rate 2021/2022				
Month	Billing	Month	Payments	Collection %
June 2021 Billing	- 615,265,444.01	July 2021 Payment	- 9,220,734.33	1%
July 2021 Billing	33,722,327.60	August 2021 Payment	14,764,050.57	44%
August 2021 Billing	34,050,255.01	September 2021 Payment	9,525,252.55	28%
September 2021 Billing	25,719,760.31	October 2021 Payment	10,631,708.35	41%
October 2021 Billing	29,708,945.81	November 2021 Payment	12,164,289.47	41%
November 2021 Billing	25,498,283.47	December 2021 Payment	7,718,813.36	30%
December 2021 Billing	27,978,175.56	January 2022 Payment	10,993,011.79	39%
January 2022 Billing	30,398,003.78	February 2022 Payment	15,703,090.94	52%
February 2022 Billing	5,313,483.58	March 2022 Payment	13,092,979.51	246%
March 2022 Billing	21,590,574.19	April 2022 Payment	9,469,092.16	44%
April 2022 Billing	29,320,240.57	May 2022 Payment	9,827,541.74	34%
May 2022 Billing	27,339,073.91	June 2022 Payment	9,723,515.80	36%

Collection rate 2022/2023				
Month	Billing	Month	Payments	Collection %
June 2022 Billing	26,736,131.75	July 2022 Payment	7,491,785.17	28%
July 2022 Billing	60,737,485.23	August 2022 Payment	13,508,293.72	22%
August 2022 Billing	28,272,286.36	September 2022 Payment	9,339,664.04	33%
September 2022 Billing	26,479,318.17	October 2022 Payment	8,944,166.69	34%
October 2022 Billing	13,502,357.31	November 2022 Payment	14,527,036.34	108%
November 2022 Billing	25,317,305.87	December 2022 Payment	11,433,208.55	45%
December 2022 Billing	28,486,530.40	January 2023 Payment	13,791,062.00	48%
January 2023 Billing	19,018,331.06	February 2023 Payment	18,236,508.53	96%
February 2023 Billing	21,256,993.64	March 2023 Payment	7,552,364.29	36%
March 2023 Billing	25,414,795.45	April 2023 Payment	5,975,045.28	24%
April 2023 Billing	16,252,553.30	May 2023 Payment	6,582,825.03	41%
May 2023 Billing	27,025,236.85	June 2023 Payment	6,752,823.25	25%

Collection rate 2023/2024				
Month	Billing	Month	Payments	Collection %
June 2023 Billing	27,143,926.22	July 2023 Payment	8,496,218.06	31%
July 2023 Billing	30,432,078.23	August 2023 Payment	9,514,192.41	31%
August 2023 Billing	30,257,372.83	September 2023 Payment	13,219,878.76	44%
September 2023 Billing	29,957,161.76	October 2023 Payment	12,962,433.60	43%
October 2023 Billing	23,953,175.82	November 2023 Payment	9,529,050.56	40%
November 2023 Billing	28,423,891.12	December 2023 Payment	8,803,764.50	31%
December 2023 Billing	38,635,046.82	January 2024 Payment	10,286,165.04	27%
January 2024 Billing	32,768,007.06	February 2024 Payment	10,990,066.03	34%
February 2024 Billing	31,761,018.13	March 2024 Payment	8,682,749.59	27%
March 2024 Billing	35,495,605.95	April 2024 Payment	11,653,550.39	33%
April 2024 Billing	34,678,906.74	May 2024 Payment	9,623,939.35	28%

Collection rate 2024/2025

29 602 717.87	Billing April 2025	
10 918 001.76	Cash collect May 2025	
36.88%		
29 602 717.87	Billing March 2025	
11 847 302.62	Cash collect April 2025	
40.02%		
27 969 087.37	Billing February 2025	
11 267 398.86	Cash collect March 2025	
40.29%		
32 989 615.91	Billing January 2025	
11 336 676.18	Cash collect February 2025	
34.36%		
24 387 248.49	Billing December 2024	
10 255 430.70	Cash collect January 2025	
42.05%		
29 244 759.07	Billing November 2024	
9 633 647.30	Cash collect December 2024	
32.94%		
28 513 577.62	Billing October 2024	
15 905 218.44	Cash collect November 2024	
55.78%		
27 208 969.97	Billing September 2024	
14 734 306.68	Cash collect October 2024	
54.15%		
30 683 291.09	Billing August 2024	
10 624 899.94	Cash collect September 2024	
34.63%		
30 309 881.54	Billing July 2024	
12 880 102.19	Cash collect August 2024	
42.49%		

35 297 566.92	Billing June 2024	
9 180 265.38	Cash collect July 2024	
26.01%		

2025/2026(up to April 2026)

July 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		(4,052,196.14)	24,990,951.25	
000002 GOVERNMENT		(5,949,137.61)	3,602,838.83	
000003 BUSINESS		(2,436,710.88)	63,418.34	
000004 CHURCHES		(59,595.84)	135,422.56	
000005 TRUSTS		(158,878.15)	251,736.91	
000006 OTHER		(20,035.49)	26,231.72	
000007 INDUSTRIAL		(1,704,476.68)	2,213,183.49	
000008 IDC ESTATE		-	656,839.20	
PAYMENT ADVANCED		(419,800.55)	-	
Total		(14,800,831.34)	31,940,622.30	44%

August 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		(3,474,403.74)	24,406,440.15	
000002 GOVERNMENT		(3,618,544.89)	4,044,988.89	
000003 BUSINESS		(1,411,515.08)	3,116,347.32	
000004 CHURCHES		(58,510.61)	136,004.22	
000005 TRUSTS		(115,324.64)	505,246.17	
000006 OTHER		(20,884.48)	21,141.70	
000007 INDUSTRIAL		(1,232,122.50)	2,044,162.75	
000008 IDC ESTATE		(1,748,955.82)	748,144.70	
PAYMENT ADVANCED		(933,616.50)	-	
Total		(12,613,878.26)	35,022,475.90	39%

September 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		(3,933,572.85)	23,773,349.30	
000002 GOVERNMENT		(1,712,262.84)	3,961,077.72	
000003 BUSINESS		(2,309,022.36)	2,711,137.94	
000004 CHURCHES		(87,150.27)	141,800.82	
000005 TRUSTS		(174,749.04)	233,443.82	

000006 OTHER		(8,759.65)	16,187.72	
000007 INDUSTRIAL		(1,296,815.04)	2,048,986.61	
000008 IDC ESTATE		-	567,546.42	
PAYMENT ADVANCED		(486,373.49)	-	
Total		(10,008,705.54)	33,453,530.35	29%

October 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-4,426,032.46	24,294,344.78	
000002 GOVERNMENT		-4,654,290.95	6,593,594.31	
000003 BUSINESS		-1,916,568.28	2,925,186.35	
000004 CHURCHES		-85,209.41	144,952.56	
000005 TRUSTS		-239,313.84	240,447.93	
000006 OTHER		-17,751.91	15,484.25	
000007 INDUSTRIAL		-4,838,602.57	1,398,885.84	
000008 IDC ESTATE		-747,704.85	779,101.77	
PAYMENT ADVANCED		-564,564.06	-	
Total		-17,490,038.33	36,391,997.79	52%

November 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-3,674,028.17	24,025,542.46	
000002 GOVERNMENT		-2,464,956.05	4,205,601.66	
000003 BUSINESS		-1,734,243.92	2,353,733.32	
000004 CHURCHES		-92,475.04	135,780.79	
000005 TRUSTS		-192,678.27	277,281.89	
000006 OTHER		-32,089.80	15,102.63	
000007 INDUSTRIAL		-6,340,940.27	1,592,705.33	
000008 IDC ESTATE		-1,361,172.96	855.06	
PAYMENT ADVANCED		-288,311.85	-	
Total		-16,180,896.33	32,606,603.14	44%

December 2025

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-4,098,146.81	23,010,292.86	
000002 GOVERNMENT		-2,371,403.36	2,494,861.47	
000003 BUSINESS		-1,717,131.07	1,912,457.41	
000004 CHURCHES		-73,373.36	135,897.88	
000005 TRUSTS		-245,558.13	213,366.58	
000006 OTHER		-2,272.81	41,817.38	

000007 INDUSTRIAL		-953,149.80	1,254,961.53	
000008 IDC ESTATE		-	1,598,681.32	
PAYMENT ADVANCED		-258,526.86	-	
Total		(9,719,562.20)	30,662,336.43	30%

January 2026

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-3,406,570.00	24,189,996.31	
000002 GOVERNMENT		-1,162,307.97	4,260,015.55	
000003 BUSINESS		-1,251,461.78	2,310,809.73	
000004 CHURCHES		-77,596.06	156,588.06	
000005 TRUSTS		-134,056.52	260,644.79	
000006 OTHER		-30,592.35	16,677.45	
000007 INDUSTRIAL		-5,825,706.65	1,583,848.30	
000008 IDC ESTATE		-	703,828.76	
PAYMENT ADVANCED		-317,322.49	-	
Total		-12,205,613.82	33,482,408.95	40%

February 2026

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-3,323,580.53	22,933,451.68	
000002 GOVERNMENT		-1,759,378.41	2,922,410.12	
000003 BUSINESS		-1,933,551.37	1,562,909.44	
000004 CHURCHES		-85,363.97	105,417.04	
000005 TRUSTS		-155,577.18	179,995.09	
000006 OTHER		-5,167.83	34,183.71	
000007 INDUSTRIAL		-776,907.63	952,568.00	
000008 IDC ESTATE		-2,303,252.40	664,294.43	
PAYMENT ADVANCED		-369,763.26	-	
Total		-10,712,542.58	29,355,229.51	32%

March 2026

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-3,450,699.18	24,343,330.46	
000002 GOVERNMENT		-4,395,861.62	3,347,060.73	
000003 BUSINESS		-1,380,223.58	2,135,761.90	
000004 CHURCHES		-65,229.49	129,587.33	
000005 TRUSTS		-116,466.79	265,095.27	
000006 OTHER		-13,349.54	19,240.67	
000007 INDUSTRIAL		-1,673,889.41	1,647,611.38	

000008 IDC ESTATE		-663,758.16	972,894.75	
PAYMENT ADVANCED		-480,723.14	-	
Total		-12,240,200.91	32,860,582.49	42%

April 2026

Account Type		Total Settlements	Billing	Collection %
000001 DOMESTIC		-3,703,149.72	24,042,270.19	
000002 GOVERNMENT		-1,311,577.87	3,791,691.14	
000003 BUSINESS		-1,299,723.74	2,492,623.93	
000004 CHURCHES		-93,045.15	140,997.19	
000005 TRUSTS		-174,188.35	326,683.42	
000006 OTHER		-7,675.38	24,581.24	
000007 INDUSTRIAL		-2,386,962.84	1,404,094.18	
000008 IDC ESTATE		-	783,172.43	
PAYMENT ADVANCED		-622,886.21	-	
Total		-9,599,209.26	33,006,113.72	29%

3.6.1.17 HOW THE MUNICIPALITY IS BENEFITING FROM REVENUE RAISING STRATEGY

Collection rate has increased since implementation of revenue enhancement strategy. Credit control staff were trained on the use of collections manager (system) as part of strengthen our own credit control strategies.

The cash flow position of the municipality is prepared monthly and discussed in a task team meeting to analyse if the strategy is benefiting the municipality or not.

INCENTIVE DISCOUNTS

uThukela district municipality have approved an incentive to lessen the debt burden to all household consumers with arrears. The incentive is ongoing, and we hereby call upon all customers to visit our offices for assistance and further clarity. The discount works as follows:

- 50 % to apply to the debt balance from 120 days and above,
- Customers can only qualify once during the incentive drive period.
- The incentive to apply to all customer categories except for government and business/commercial/industrial that we have in our Masterfile.

- Customers need to consult the office before making a payment of 50% incentive
- No other incentive to run concurrently with 50%, in that way current incentive (one third to be on standstill
- Customers to sign the settlement forms and attach all the necessary documentations to validate the incentive offers.
- This is offered to customers who are in good standing.

If any of the benefited customers defaults during the arrangement period, the entire discount offered will be forfeited.

3.6.1.18 TARIFF STRUCTURE

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the Municipality.

Municipality is still recovering from this situation, and which has been further negatively debt owed to Umgeni. The core function of the municipality is water and sanitation which is the basic needs for human beings and the constitution says they are basic human rights. The municipality has a difficult task of setting tariffs which are affordable to all consumers and the same time must be cost reflective considering all cost associated with the product.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability. As mentioned earlier services are failing to break even.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows. The municipality is struggling to collect its debt and is since implementing the roll out of prepaid meters. A service provider has been employed and are currently onsite and have since started on data cleansing.

Tariff the cost of the provision of general services. Determining the effective tariff is therefore an integral part of the municipality's budgeting process. The municipality has considered the percentage

increase in the major cost drivers of providing services. Which is electricity increasing by 9%. The municipality has applied an 10% increase on all its tariffs as they are not cost reflective and is working on a tariff tool to get a more accurate figure. The council further suggested that tariffs be increased by 10% as the municipality is struggling to break even. The municipality had engagements with all involved stakeholders to discuss the impact of the 10% increase. The table below shows the tariffs structure.

WATER AND SANITATION TARIFFS			
WATER & SANITATION SERVICES TARIFF 2026/2027 FINANCIAL YEAR			
	Description	Tariffs 2025/2026	Tariffs 2026/2027
1.	Tariff for accessibility to water (basic charge occupied and unoccupied)	R125,75/month	R138.33/month
2.	Tariff for accessibility to sewerage system (basic charge occupied and unoccupied)	R160.26/month	R176.29/month
3.	Sewer tariff for restricted usage (unmetered)	R160.26/month	R176.29/month
4.	Servicing sewer conservancy tanks/pits (small)	R283,13/service	R311.44/service
	Servicing sewer conservancy tanks/pits (large)	R606,75/5000l/load	R667.43/5000l/load
	Discharge of sewage to wastewater works by private sewer tankers	R0,2/litre	R0.22/litre
5.	Integrated Step Tariff (Domestic Use)		
	Water tariff for water usage up to 6kl	Free/Indigent	Free/Indigent
	Water tariff for water usage 1 to 30kl	R18,25/kl	R20.10/kl
	Water tariff for water usage 31kl to 100kl	R21,14/kl	R23.25/kl
	Water tariff for water usage 101kl and above	R24,30/kl	R26.73/kl
6.	Integrated step tariffs (Business use)		
	Water tariff for water usage up to 6kl	R20,39/kl	R22.43/kl
	Water tariff for water usage 31kl to 100kl	R23,62/kl	R25.98/kl
	Water tariff for water usage 101kl and above	R27,17/kl	R29.88/kl
7.	Integrated Step Tariff (Industrial/Factory Use)		
	Water tariff for water usage 1kl and above	R19,70/kl	R21.67/kl

8.	Integrated Step Tariff (Co-operatives)		
	Water tariff for water usage 1 to 40kl	R9,90/kl	R10.89/kl
	Water tariff for water usage 41 to 80kl	R 9,76/kl	R10.74/kl
	Water tariff for water usage 81kl and above	R11,79/kl	R12.97/kl
9.	Integrated Step Tariff (Churches)		
	Water tariff for water usage 1 to 30kl	R8,58/kl	R9.44/kl
	Water tariff for water usage 31 to 70kl	R10.36/kl	R11.40/kl
	Water tariff for water usage 71kl and above	R12.53/kl	R13.78/kl
10	Integrated Step Tariff (Trust)		
	Water tariff for water usage 1 to 30kl	R17,48/kl	R19.23/kl
	Water tariff for water usage 31 to 70kl	R16,99/kl	R18.69/kl
	Water tariff for water usage 71kl and above	R19,87/kl	R21.86/kl
11	Integrated step tariff (Government use)		
	Water tariff for water usage 1 to 30kl	R20,40/kl	R22.44/kl
	Water tariff for water usage 31kl to 100kl	R23,63/kl	R25.99/kl
	Water tariff for water usage 101kl and above	R27,14/kl	R29.85/kl
12	Bulk potable water supply to IDC Estate	9,35/kl	R10.29/kl
	Bulk Raw water supply	R5.72/kl	R6.29/kl
13	Emergency Services Connection (excluding emergency services)	R40.56/kl	R44.62/kl
14	Availability charge for fire hydrant per month	R148.33/kl	R163.16/kl
15	For water drawn or usage from metered fire hydrant	R20.18/kl	R22.20/kl
16	Inspections for internal leaks and any other services (per visit)	R979.42	R1077.36
17	All connections, repairs and work required from Council Domestic	Cost + 10%	Cost + 10%

18	All connections, repairs and work required from Council other services actual cost + 10%	Cost + 10%	Cost + 10%
19	Trade Effluent	Charge(c/kl) = R129.15+([COD/1000] x R2.56c) (COD-Chemical Oxygen Demand)	Charge(c/kl) = R142.07+([COD/1000] x R2.82c) (COD-Chemical Oxygen Demand)
20	Account Deposits (Subject to credit worthiness)	Residential deposit: Max R11382,12 Business /Government/Trust deposit Max: R14153.54 Industrial deposit Max: R23587,61 Church/Co-ops deposit Max: R9693,9 New consumers: Residential deposit: R2514.42 New Business /Government /Industrial: R6328,85 New Co-operatives: R1181.60 New Churches: R2819,80 New Trust businesses: R5946,40 New Trusts: R2359,29 New account connection: R290.69	Residential deposit: Max R12520.33 Business. /Government/Trust deposit. Max: R15568.89 Industrial deposit Max: R25946.37 Church/Co-ops deposit Max: R10663.29 New consumers: Residential deposit: R2765.86 New Business /Government /Industrial: R6961.74 New Co-operatives: R1299.76 New Churches: R3101.78 New Trust businesses: R6541.04 New Trusts: R2595.22 New account connection: R319.76
21	New accounts administration Fees- Opened by Council per para. 4.7 CC&DCP	Residential: R2477.13 Business/Government/Industrial: R5809.94 Co-ops: R1318.13 Churches: R2742.59 Trusts in business: R5478.74 Trusts: R2345.63	Residential: R2724.84 Business/Government/Industrial: R6390.93 Co-ops: R1449.94 Churches: R3016.85 Trusts in business: R6026.61 Trusts: R22580.19
22	Scrutiny of building plans	R750.44/ plan	R825.48/plan
23	Clearing of grass overgrowth	Actual cost + 33%	Actual cost + 33%
24	Requested Water Tankering (funerals – if not indigent)	Water R33.76 per kl Transport R23.43 per km Plus 6.2% administration fee	Water R37.14 per kl Transport R25.77 per km Plus 6.2% administration fee
25	Requested Water Tankering (other events)	Water R54.45 per kl Transport R35.65 per km Plus 10% administration fee	Water R59.90 per kl Transport R39.22 per km Plus 10% administration fee
26	Developer's Capital Contribution - Water	R15722.67	R17294.94

27	Developer's Capital Contribution - Sanitation	R17295.08	R19024.59
28	Disconnection Fee Reconnection fee - Working hours -After hours, Saturdays/Sundays/Public Holidays	R1500.00 R210,68 R518,74	R1650.00 R231.75 R570.62
29	Clearance certificates	R766,58	R843.24
30	Flat rate services (where applicable)	R515.46 per household	R567.01 per household
31	Moving/shifting of the existing water meter (in metres) A distance less than a metre (1m) A distance from 1 metre to 3 metres A distance more than 3 metres to any distance	R515,35 R832,76 R1238,96	R566.89 R916.04 R1362.86

32. Offences and penalties

1. Any person who fails or refuses to give access required by an officer of the authority or an authorized provider shall be guilty of an offence in terms of section 34 of the Water Services By-laws and liable on conviction to a fine not exceeding **R5 819.45** or in default on payment, to imprisonment for a period not exceeding 6 months and in the event of a continued offence to a further fine not exceeding **R2 909.72** for every day during the continuance of such offence after a written notice from the authority or an authorized provider has been issued and in the event of a second offence to a fine not exceeding **R8 729.17** or, in default on payment to imprisonment for a period not exceeding 12 months.

2. Any person who obstructs or hinders any officer of the authority in the exercise of his or her powers or performance of his or her functions or duties shall be guilty of an offence in terms of section 34 of the Water Services By-laws and liable on conviction to a fine not exceeding **R68 625.56** or in default on payment, to imprisonment for a period not exceeding 6 months and in the event of a continued offence to a further fine not exceeding **R13 725.11** for every day during the continuance of such offence after a written notice from the authority has been issued and in the event of a second offence to a fine not exceeding **R102 8631.00** or, in default on payment to imprisonment for a period not exceeding 12 months.

33. Water and Wastewater Analysis		
Determinant	Units	Cost per sample
Alkalinity	mg/l CaCO ₃	R103.89
Appearance	Descriptive	

Aluminium - soluble	mg/l Al	R89.91
Ammonia	mg/l N	R86.61
Chloride	mg/l Cl	R69.32
Chlorine – Free	mg/l Cl ₂	R34.53
Colour	Pt-Co	R51.80
Conductivity	mS/m	R34.50
Fluoride	mg/l F	R86.63
Iron	mg/l Fe	R50.79
Manganese	mg/l Mn	R87.08
Nitrate	mg/l N	R52.56
Odour	Descriptive	
pH	pH Units	R34.53
Phosphate - soluble	mg/l P	R52.56
Solids - Settle able	ml/l	R52.56
Sulphate	mg/l SO ₄	R76.02
Sulphide	mg/l H ₂ S	R86.60
Suspended Solids	mg/l	R76.51
Temperature	°C	
Total Dissolved Solids	mg/l	R52.57
Turbidity	NTU	R34.36
Oxygen Absorbed	mg/l O ₂	R103.90
Chemical Oxygen Demand	mg/l O ₂	R128.43
Magnesium/Calcium	mg/l Mg/Ca	R120.87
• Sample bottles can be collected at the Laboratory. • A volume of at least 1 litre is necessary for analysis.		

34. Microbiological Analysis	
Faecal coliforms	R95.28
Total coliforms	R95.28
Standard plate count	R79.46
• Sample bottle can be collected at the Laboratory. • A volume of at least 1 litre is necessary for analysis. • Sterile bottles provided by the Laboratory should be used. • Samples must be delivered to the Laboratory within 6 hours of collection and should be kept cold. • A volume of 500ml is sufficient for analysis. 1. Prices listed are for single samples. 2. Sterile bottles can be supplied free of charge. Bottles broken or not returned will be charged for at a rate of R31.60 per bottle.	

35. FINES FOR ILLEGAL CONNECTIONS AND TEMPERING	
First instance	R 4 321.46
Second instance	R 8 641.42
Third instance	R 12 962.90
Forth instance	R17 282.86
NB: Immediately if the consumer committed a fifth instance, complete disconnection of water supply will apply!	

36. PENALTY FEES	
1. Warning letter	R 97.46
2. Final cut-off	
• Additional deposit-business	R 292.39
• Additional deposit-households	R 206.62
• Penalty fee	R 163.23

37. NEW CONNECTION (PLUMBING WORK) CHARGES, INCLUDING FIRE HYDRANT					
NO	SIZE(MM)	UNIT COST R	DEPOSIT		
1	20	R4 126.21	R389.85		
2	25	R4 126.21	R389.85		
3	32	R4 942.27	R345.00		
4	40	R11 693.22	R974.67		
5	50	R11 719.94	R974.67		
6	80	R17 200.96	R974.67		
7	100	R18 693.33	R974.67		
8	100	R19 408.80	R974.67		
38.Tender documents					
Maps GIS Clearance certificates					
	A3 PRINTER	A3 PRINTER	AO PLOTTER	AO PLOTTER	AO PLOTTER
	A4	A3	A2	A1	A0
Full Colour	R38.42	R76.89	R291.79	R259.50	R346.01
Grey Scale	R38.42	R76.89	R291.79	R249.91	R346.01
Topo Maps	R27.21	R54.40	R135.99	R291.78	R259.50
Line/Hatch	R18.12	R54.40	R103.22	R124.94	R172.99

39. Municipal Documents	
Municipal Produced	R777.71
Consultants produced depending on the project	R774.68 and R758.83
-discharge fee of illegal sewer connections	R2486.00
Disposal of the deceased tariffs	
-Application per competence certificate	R994.40
Food Safety	
- Certificate of Acceptability fees (informal)	R994.40
-Certificate of Acceptability fees (formal)	R1243.00
- Certificate of unsound food stuff (condemnation Certificate)	R1491.60
-Certificate of Acceptability fees (Vehicle)	R1243.00
-Scrutiny of building plans	R621.50

3.6.1.19 BAD DEBT WRITE OFFS

The bad debt write off was submitted and approved by the council on the **29 May 2026**. The table below replicates the bad debts write off as to comply with the approved bad debt provision and write off policy that was adopted by Council

50 % incentives as per council resolution	7 857 924.17	Incentives
Indigent Rebates (Free 6kl and basic charges)	753 484.52	Bad debt
Prescribed debts	637 033 045.64	Bad debt
	645 644 454.33	
Journals - correcting the previous year's error on bad debt	- 214 134.60	Bad debt
Journal by Piet	-	
	- 214 134.60	
Total as per ledger	645 430 319.73	
	7 857 924.17	Incentive
	637 572 395.56	Bad debt

The Bad Debt Provision and Write off Policy was adopted by Council on the 29 May 2026.

3.6.1.20 BILLING SYSTEM

The municipality does have a billing system in place. Clients are billed according to consumption. The meter readers of the municipality perform the reading's function. The readings are captured, and clients are billed to pay before the last day of every month. The table below shows the payment vs billing as of April 2024.

Collection rate 2023/2024				
Month	Billing	Month	Payments	Collection %
June 2023 Billing	27,143,926.22	July 2023 Payment	8,496,218.06	31%
July 2023 Billing	30,432,078.23	August 2023 Payment	9,514,192.41	31%
August 2023 Billing	30,257,372.83	September 2023 Payment	13,219,878.76	44%
September 2023 Billing	29,957,161.76	October 2023 Payment	12,962,433.60	43%
October 2023 Billing	23,953,175.82	November 2023 Payment	9,529,050.56	40%
November 2023 Billing	28,423,891.12	December 2023 Payment	8,803,764.50	31%
December 2023 Billing	38,635,046.82	January 2024 Payment	10,286,165.04	27%
January 2024 Billing	32,768,007.06	February 2024 Payment	10,990,066.03	34%
February 2024 Billing	31,761,018.13	March 2024 Payment	8,682,749.59	27%
March 2024 Billing	35,495,605.95	April 2024 Payment	11,653,550.39	33%
April 2024 Billing	34,678,906.74	May 2024 Payment	9,623,939.35	28%

3.6.1.21 THE ANTI-FRAUD AND CORRUPTION POLICY AND PREVENTION PLAN

uThukela district has developed and adopted the Anti- fraud and corruption policy and prevention plan on the **30th of May 2025** and is under implementation. The plan recognises basis fraud and

corruption prevention measures, which are in a place within uThukela district municipality. The plan was designed to the combating of Corrupt Activities, Act 2004. It is aimed at achieving the following:

- Encourage ethical behaviour.
- Improved accountability
- Improve application of systems, policies, procedures, and regulations
- Change aspects which could lead to unnoticed or unreported fraud and corruption.

The policy of Anti-fraud and Anti-Corruption explains everything on its own. The Simple meaning of the word "Anti" means a policy of Prevention or Protection or just Doing Away of/with Fraud and corruption in uThukela District Municipality. An Anti-Fraud and Anti- Corruption strategy consists of reforms in the internal management of public resources and administration to reduce opportunities and incentives for fraud and corruption as well as to provide public accountability of the Council's stakeholders. ***The Anti- fraud and corruption policy and prevention plan is attached as annexure.***

3.6.1.22 INVESTMENT POLICY

Every municipal council and its body are in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 is required to draft the Municipal's investment regulations. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. uThukela district municipality has adopted the investment policy on the **29 May 2026** in ensuring that the municipality is gaining the highest possible return without any risk.

The term of the investment should be fixed and to do this it is essential for the cash flow estimates to be drawn up. Investment shall be made with care, skill, prudence, and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest e.g., deposit with banks registered in terms of the banks Act, 1990 (Act No.94 of 1990). The table below shows the list of investment currently held by the municipality. ***The table below reflects the investment register 01/05/2024 to 30/05/2024 which indicates the opening balance of R 74 928 585 .45 and the closing balance of R15 218 968.04 as at end of May 2025.***

NVESTMENT ACCOUNT		OPENING BALANCE 01/05/2024	INVESTED 01/05/2024 TO 31/05/2024	DATE	DISINVESTED 01/05/2024 TO 31/05/2024	DATE	INTEREST ACCRUED 01/05/2024 TO 31/05/2024	DATE	CHARGES PAID 01/05/2024 TO 31/05/2024	VOTE	CLOSING BALANCE 31/05/2024
GRANTS	BUSINESS MONEY										
FNB 62283176644	4.65% FNB	412,183.08	0.00		0.00		2,327.99	01/06/2024	0.00		414,511.07
INTEREST RATE											
MIG	TOA										
FNB 63081036759	6.10% FNB NEW ACCOUNT	34,328.70	0.00		34,248.70	24/05/2024	175.02	31/05/2024	80.00	11/05/2024	175.02
INTEREST RATE											
WSIG	TOA										
FNB 63081030496	6.10% FNB NEW ACCOUNT	43,806.57	0.00		43,726.57	24/05/2024	223.40	31/05/2024	80.00	11/05/2024	223.40
INTEREST RATE											
FMG	NEDBANK NEW ACCOUNT										
037881184698/000001	8.20%	1,291,991.62	0.00		0.00		8,998.06	01/06/2024	0.00		1,300,989.68
INTEREST RATE											
GRANTS	CALL DEPOSIT										
1100433766501	INVESTEC	394,183.75	0.00		0.00		2,598.37	31/05/2024	0.00		396,782.12
INTEREST RATE	8.10%										
SALARIES	CALL DEPOSIT										
9361819521	ABSA	0.00	0.00						0.00		0.00
ABSA INVESTMENT TRACKER (AIT)											
INTEREST RATE	8.90%										
GRANTS	CALL DEPOSIT										
9387051602	ABSA	72,594,557.50	0.00	07/05/2024	10,000,000.00		353,665.07	01/06/2024	450.00	28/05/2024	12,947,772.57
ABSA INVESTMENT TRACKER (AIT)				14/05/2024	10,000,000.00						
INTEREST RATE				21/05/2024	30,000,000.00						
				28/05/2024	10,000,000.00						
GRANTS	LIQUIDITY PLUS	157,534.23	0.00		0.00		1,029.96	01/06/2024	50.00	06/05/2024	158,514.19
9349109796	ABSA (LIQUID PLUS)										
INTEREST RATE	7.70%										
EPWP	CALL DEPOSIT										
068455364-004	STANDARD 8.25% BANK NEW	0.00	0.00		0.00		0.00		0.00		0.00
RRAMS	CALL DEPOSIT										
068455364-005	STANDARD 8.25% BANK NEW	0.00	0.00		0.00		0.00		0.00		0.00
		74,928,585.45	0.00		60,077,975.27		369,017.87		660.00		15,218,968.05

It must be noted that for the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity.

3.6.1.23 COST FOR THE CONTRACTED SERVICES

Some of the items such as repairs and maintenance, operational grants expenditure is part of contracted service.

An amount of R3 million for rural roads has also been included in contracted services and FMG of R1.2

Segment Desc	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget
Maintenance of buildings and facilities (200/235011)	1 000 000.00	1 222 616.00	1 222 616.00
Training	200 000.00	200 000.00	200 000.00
Security (200/235525)	25 971 723.07	26 828 789.93	27 687 311.21
Blue Drop / Green drop/ No drop(408/235215)	2 000 000.00	2 000 000.00	2 000 000.00
Pipelines & portable water maintenance (510/235100)	10 000 000.00	10 000 000.00	10 000 000.00
Contracted Services:Consultants and Professional Services:Bu	3 036 000.00	3 157 000.00	3 255 000.00
Vehicle Repairs Outsourced. (510/235080)	8 000 000.00	8 296 004.15	8 569 772.28
Repairs to Pumps (510/235120)	29 000 000.00	29 957 000.00	30 915 624.00
Business and Advisory:Business and Financial Management	4 000 000.00	4 444 597.00	4 444 597.00
Outstanding Debt - Collection Fees (300/225001)	518 504.15	518 505.00	518 505.00
Computer Programs (300/260)	6 885 000.00	7 000 000.00	7 000 000.00
FMG. (300/260135)	1 200 000.00	1 200 000.00	1 200 000.00
Chemical Analysis Laboratory	2 000 000.00	2 066 000.00	2 132 112.00
Legal Fees (200/260240)	3 111 000.00	3 213 663.00	3 316 500.22
VIP. Security (100/235525)	5 000 000.00	5 165 000.00	5 330 280.00
GIS. Programmes (405/406360)	500 000.00	516 500.00	533 028.00
Audit Committee (105/260027)	386 659.97	399 419.75	412 201.18

The provision for contracted services has been decreased from the 2026/2027 budget; this is due to unfavourable funding plan. The municipality has prioritised the provision for the refurbishment and the maintenance of infrastructure, the budget repairs to pumps of R29 million which is below the 8% of refurbishments. MIG will assist with R 84 million. The municipality is bankrupt and cannot afford to budget upwards but must be considerate not to destabilise service delivery. The municipality will also be procuring its own tools, and using its employees for repairs and maintenance, which is also a major cost saving in pumps, pipelines and building maintenance as we won't be relying on consultants frequently. The municipality conducted a needs analysis of its contracted services, and a zero-based budgeting approach was applied.

3.6.1.24 COST FOR FINANCIAL CONSULTANTS

It is important to note that uThukela district municipality is **not** utilizing the services of financial consultants; therefore, there is no cost for financial services.

3.6.1.25 AUDITOR GENERAL OPINION

The auditor general opinion on the financial management for the past three years can be summarised as follows:

Financial year	Audit outcome
2024/2025	Qualified
2023/2024	Qualified
2022/2023	Qualified

The Auditor General Report and the Audit Improvement Plan that aimed at addressing issues raised in the AG Report is implemented and monitored. The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council including MANCO, EXCO, and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

3.6.2 FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

KEY CHALLENGE

- Due to financial constraints grant funding is used to fund operational expenditure which causes delays in grant expenditure
- The municipality had a operating deficit at the end of the 2024/2025 financial year of R50,766,551 cash and cash equivalents amounted to R10,897,083 while unspent grants were R19,126,543 which is a clear indication that the unspent grants are not cash backed.
- The municipality covers large rural areas with high unemployment rate. Even though the municipality embargoed in an indigent registration program from 18 June 2025 to 30 July 2025 to assist consumers with indigent registration the response was poor and only 1,600 consumers registered. The incident register is therefore grossly understated.
- The municipalities grant dependency rate is currently at 60%. This is because of the municipalities' inability to collect outstanding debt and billing inaccuracies.
- Illegal connections is a big concern as they impact directly on production cost and billing inaccuracies. The municipality has placed a notice on the consumer debtors' statement for the month of January 2026 to inform consumers that all illegal connections must be removed immediately, failing which the municipality will issue fines in terms of the water services bylaws and tariff policy.
- Municipal tariffs are not cost reflective. Tariffs were adjusted upwards by 13% as from 1 July 2025 in respect of the 2025/2026 financial year. The municipality intends to gradually increase tariffs until they become cost reflective. The proposed tariffs increase in 2026/2027 is about 20%.
- The inconsistency of billing is the result of several factors such as faulty meters, meters underground, buildings erected over meters, estimates, meters recording airflow, incorrect readings recorder and illegal connections.

- ◆ Revenue is affected by inconsistent billing as eluded from point no 6 above. The municipalities debtors' book is currently sitting at r 1,284m even though r260m irrecoverable bad debt was written off during the 2024/2025 financial year. The municipality's collection rate is below the norm and is currently at 40%.
- ◆ Failure by the municipality to spend capital grants as stipulated by the grant funders is causing unspent grants to be withhold. This is the result of grant money being used to fund operational expenditure.

3.6.3 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
◆ Provincial Support in the form of grants. ◆ Submission of returns and statistics information ◆ Amended SCM policy.	◆ Continuous update of process to strive for Clean Audit ◆ Commitment to cost containment measures ◆ Commitment to reducing irregular, unauthorized, fruitless, and wasteful expenditure. ◆ Improve debt collection. ◆ Improve cash flow of the municipality. ◆ Indigent registers be obtained from Local Municipalities for integration, consumers database updated, indigent register implemented, and indigent policy applied
WEAKNESSES	THREATS
◆ Credit Control and debt collection. ◆ High indecency rate - outdated indigent register and non-implementation thereof. ◆ Inconsistent of billing of consumers ◆ Illegal connections. ◆ Cash flow and payment of creditors. ◆ Non availability of financial reserves / solid investments. ◆ Non availability of financial discipline. ◆ Lack of compliance with municipal policies. ◆ Stagnant AG opinion for three consecutive years ◆ Unfunded budget	◆ Non-compliance with legislative mandates – reporting. ◆ Non availability of financial reserves / solid investments. ◆ Financial difficulties funding projects and programmes ◆ Low-income Base. ◆ Dependency on equitable share and conditional grant ◆ Long Outstanding Debtors ◆ Non-payment culture in community and government departments ◆ Inadequate funding for the continued provision of infrastructure for free basic services ◆ Not adhering to the Budget funding plan

3.7 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes, particularly the establishment and functionality of ward committees and community development workers. Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives be adhered to, resulting in a productive and sustainable district.

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms several citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government. This obligation extends to the entire way in which a municipality operates and functions. The principle behind public participation is that all the stakeholders affected by a public authority's decision or actions have a right to be consulted and contribute to such a decision.

The municipality is obligated to:

- Consider the interests and concerns of the residents when it crafts by-laws, policy and implements its programmes.
- Communicate to the community regarding its activities

3.7.1 NATIONAL AND PROVINCIAL PROGRAMMES

3.7.1.1 BATHO PELE

Batho Pele, a Sesotho word, which means “People First”, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. In the struggle to transform the Public Service, the old culture must be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words, instead of looking for reasons why government cannot do something, they must find better ways to deliver what people need.

Managers in public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff are under pressure and stress. ***The municipality has developed and adopted the Service Delivery Improvement Plan (2024/2025).***

White Paper on Public Service Delivery Transformation – 1 October 1997 stipulates that public service institution should set out transformation priorities, amongst which transforming service delivery must be the key. uThukela district municipality formed the Batho Pele Committee in June 2012; the committee has done the following with regards to Batho Pele;

- ⇒ Batho Pele principles are displayed at both receptions.
- ⇒ Name Tags for all staff members.
- ⇒ Suggestion Boxes in all entrances.
- ⇒ Batho Pele training for all staff took place in 2013.
- ⇒ Installation of an SMS system that assists in communicating with the clients on database.
- ⇒ Ensure that the Suggestion Box policy and Complaints Policy is developed and adopted by Council.
- ⇒ Continue to update on the municipal website on all the issues and development happening in the vicinity.
- ⇒ Issuing newspaper articles on issues and any development occurring.
- ⇒ Over the above that, the municipality has developed the Policy and procedure manual,
- ⇒ Service delivery charter and standards,
- ⇒ The Service delivery Plan (SDIP)

In addition, the uThukela district municipality is aiming to uphold and implement the principles of Batho Pele Principles through following the below mentioned principles:

- ⇒ **Service Standards:** To inform the communities within uThukela jurisdiction with regards to standards and quality of service they will receive hence creating awareness of what to expect.
- ⇒ **Access:** to ensure all Alfred Duma citizens have equal access to services which they are entitled to.
- ⇒ **Courtesy:** To always treat residents as customers in a polite manner.
- ⇒ **Information:** To always publicise appropriate information about our programmes and services.
- ⇒ **Openness:** To inform the people of uThukela district municipality about the operations of the municipality.
- ⇒ **Transparency:** To be transparent and honest about what we will be able to deliver.
- ⇒ **Redress:** To offer our people an apology and give them a sympathetic and positive response if they are unhappy with the way services are being rendered.
- ⇒ **Value for money:** To always provide services in an economical and efficient manner.

BATHO PELE SERVICE PROCEDURE MANUAL

The municipality has developed and approved the Batho Pele service procedure manual to inform 2024/2025 financial year. The purpose of this manual is to assist the municipality in putting the processes, mechanisms and structures in place to facilitate the effective, efficient and sustainable provision of public services to all citizens in a manner that is compliant with the Batho Pele Principles.

BATHO PELE SERVICE STANDARDS AND SERVICE CHARTER

uThukela have developed and approved the Batho Pele service standards and charter 2024/2025. This Service Charter stipulates the level and quality of services to be provided, including the introduction of new services to previously marginalised service beneficiaries who were denied access to information and services.

The main purpose of uThukela district municipality's Service Charter is to improve awareness of the availability and quality of the services offered by the municipality. The Charter also provides guidance to service beneficiaries to claim their existing rights.

Batho Pele Policy

The uThukela district municipality has further developed and adopted Batho Pele Policy 2024/2025 financial year. This was developed to ensure that the district municipal employees deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that systems and procedures and attitudes of its employees are reoriented in favour of service delivery.

Objectives of Batho Pele Policy

- To have a customer –centric approach to service delivery
- To improve service delivery, with a shift way away from inward –looking, bureaucratic systems, processes and attitudes as an increased commitment, personal sacrifice, dedication and a search for new ways of working which puts the needs of the public first, which are better, faster and more responsive to the citizens’ needs.
- To provide easy access to information and services of uThukela district municipality, as provided by Access to Public Information Act.
- To make the employees of uThukela district municipality more accountable to citizens.
- To build effective relationships with the end users of public services (consultation).
- To apply high standards and professional ethics.

3.7.1.2 SERVICES THAT REQUIRE IMPROVEMENT

The Service Delivery Improvement Plan (SDIP) of uThukela district municipality aims to provide a focused approach to continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery by putting 'People First.

In response to the situational analysis conducted in setting the strategic intent and direction, the municipality seeks to strengthen the following identified standards to improve the following:

- Coordinate and facilitate the provision of municipal infrastructure and development planning.
- Provide capacity building, advocacy and advisory services to the communities, traditional council, and ward committees on public participation.
- Improving on local economic development and tourism
- Replacing of the dilapidated infrastructure especially for water and sanitation

3.7.1.3 OPERATION SUKUMA SAKHE

OSS was launched in July 2009, under the campaign “One Home One Garden one product one village”, with the following objectives:

- ⇒ Making meaningful household intervention on poverty.
- ⇒ Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse.
- ⇒ Addressing the needs of the most vulnerable and deprived communities and households.
- ⇒ Making rural development a realizable vision.
- ⇒ Creating opportunities for skills development and employment.
- ⇒ Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment, and environmental care. In the OSS model, coordination of services delivery at the ward level is centered on the “war room”. War room has a dedicated team that includes community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA.

Considering that the interventions in the DSP 2012-2016 are an inherent part of the OSS programme and are implemented through OSS, the approach augurs very well for the sustainability of the DSP.

3.7.1.4 INVOLVEMENT OF UTHUKELA DAC AND LACS IN OPERATION SUKUMA SAKHE

Members of the uThukela DAC and LACs participated in the activities of Sukuma Sakhe Task Teams. Sukuma Sakhe Task Teams are functional in all three local municipalities as well as the district. The task teams have revived the WTT so that the war rooms can continue to be functional.

The district and the local municipalities have elected the new structures of the DTT and LTT. The table below shows the newly elected structures of the district task team (DTT) and the Local Task Team (LTT) in our local municipalities.

uThukela District Task Team (CHAMPIONS)-2025

Initials & Surname	Job Title	Contact Nos/Emails	Department/Government sphere	Cluster
MEC Rev Thulasizwe Buthelezi	MEC	0312071711 mecpa@kzncogta.gov.za	KZN Cogta KZN Province	Political Hub
Cllr Inkosi N.B. Shabalala	District Mayor	036 6385100 mayor@uthukela.gov.za	uThukela District Municipality	Political Hub
Mr Tom Dlamini	HOD-Deputy Director	Tom.Dlamini@Kzntransport.gov.za	OTP-KZN	PTT- Convener
Mr V Myeni	HOD	071 212 5464 Vincent.Myeni@kzndoe.gov.za	Provincial DoE	Political Hub

DTT-EXECUTIVE COMMITTEE (EXCO) 2025

Initials & Surname	Job Title	Contact Nos. /Emails	Department/Government sphere/Organisation	Cluster
Mrs M.E Mokoena	Chairperson (Convener)	082 851 8559 Mokoenamapaseka85@gmail.com	District Direct of Education Department	All Clusters & OSS/DDM Reps
MR X.I Khanyi	^{1st} Deputy Chair/Co-Convener	079 696 3535 Khanyixi@saps.gov.za	SAPS	Justice Cluster & OSS Reps
Mrs M Mhlongo	Secretary	072 360 3046	DSD Director	All Clusters & OSS/DDM Reps
Miss N Sthole	Deputy Secretary	082 821 5250 Ntombi.sithole@kzndard.gov.za	District Director of Agriculture department	Technical Hub, OSS/DDM Clusters

ALFRED DUMA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE) (LTT- 2025)

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organisation	Cluster
Cllr. Z.J. Sibisi	Mayor-OSS Champion	036 631 4184/036 637 2231/ 078 651 8862	Alfred Duma LM	Political Hub
SP Gumede	OSS Manager	081 568 9145 spgumede@alfredduma.gov.za	Alfred Duma LM Mayoral Department	OSS Management

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organisation	OSS/DDM Clusters deployed
Mr S Khumalo	Chairperson/Convener	062 618 2307 Sibusisok@sassa.gov.za	SASSA	All Clusters & OSS/DDM Reps
Mrs IV. Madonsela	Deputy Chairperson/Co-Chair	082 497 6357 ivmadonsela@alfredduma.gov.za	Mayoral Office-Liaison Officer Alfred Duma LM	All Clusters & OSS/DDM Reps
Miss N Mbatha	Secretary	082 955 4362 Mbathanompumelelo023@gmail.com	Social Department	All Clusters & OSS/DDM Reps
Mr E. Makhasane	Deputy Secretary	082 403 7963 makhasaneelias@gmail.com	Education Department	All Clusters & OSS/DDM Reps

INKOSI LANGALIBALELE LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE) (LTT-2025)

Initials & Surname	Job Title	Contact Nos./Emails	Government sphere
Cllr. MD. Myeza	Mayor- OSS Champion	073 536 4958 myezamt@ilm.gov.za	Inkosi Langalibalele LM
Mr SM Dlamini	Executive Manager office of the MM	082 715 6801 siwakhiled@ilm.gov.za	Inkosi Langalibalele LM
Ms. A Msweli	GM Planning Development	082 797 9390 ayanda.msweli@ilm.gov.za	Inkosi Langalibalele LM

Initials & Surname	Job Title	Contact Nos. Emails	Government sphere
Mr ES. Sithebe	Chairperson/Convener	072 448 1910 sicelo@ilm.gov.za/ssthebe7@gmail.com	Inkosi Langalibalele LM- OSS Manager
Mr. SL Mazibuko Mhlanga	Deputy Chairperson/Co-Chair	Siyabonga25@gmail.com	DoE Department
Mrs. PD. Vilakazi	Secretary	076 808 2040 phumelele@ilm.gov.za	Inkosi Langalibalele LM- Mayoral Office- HIV Co- ord.
Ms MQ. Dlamini	^{1st} Deputy Secretary	083 201 1050 Mbalenhledlamini00@gmail.com	COGTA- Department
Ms. T. Xulu	^{2nd} Deputy Secretary	Khayalamazulu@gmail.com	DSD Department
Mr. T. Dlamini	Additional	0833787265 TDlamini2@uthukela.gov.za	UTDM-MM- OSS Officer
Ms. S Nkandi	Additional	082 5999808 nkandis@gmail.com	DoE Department

OKHAHLAMBA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE) (LTT-2024)

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organization	Cluster
Cllr. VR Mlotshwa	Executive Mayor	0605602943 mlotshwa bantu@gmail.com	Okhahlamba LM	Political Hub
Mr. M Khulu	Director Cooperate Services	082510 1958	Okhahlamba LM	Governance Cluster
Mr. F Halgreen	Fire and Emergency Manager	0711683260 Fhalgreen@okhahlamba.gov.za	Okhahlamba LM	Justice Cluster
Initials & Surname	Job Title	Contact Nos. Emails	Government sphere	Sub-Task Teams
Matron D.Z Hlongwane	Chairperson/Convener	<u>072 303 9654</u>	Emmaus Hospital	OSS Convener
Mr Z.A Zikode	First Deputy Chairperson/Co-Chair	082 511 9980	OLM Municipality	
Mr V.B Dlamini	Second Deputy Chairperson	082 599 9191	OLM Municipality	
Miss N Hlatshwayo	Secretary	071 707 0894	OLM- OSS Officer	Secretariat

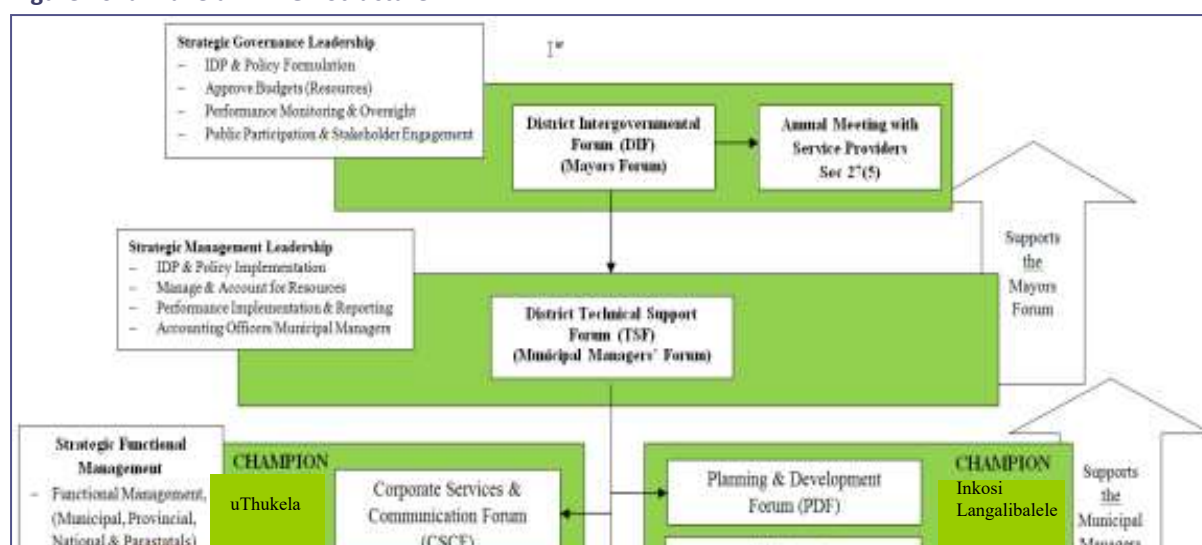
		Nelisiwehlatshwayo@ukhahlamba.gov.za		
Miss N Dlamini	1 st Deputy Secretary	083 201 1050	COGTA- Department CDW	Secretariat

3.7.2 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES OPERATING IN UTHUKELA DM

uThukela district municipality and its constituent municipalities established IGR structures particularly the District Intergovernmental Forum (DIF) or the mayor's Forum as it is commonly known and the District Technical Support Forum (DTSF) or the Municipal Manager's Forum. This means that uThukela and the family of municipalities complied with requirements of section 24 of the Intergovernmental Relations Act, 2005 (Act 13 of 2005). All the mayors in the family of municipalities have signed the IGR protocols to strengthen intergovernmental relations. At the Provincial level, the uThukela district municipality participate in the Premiers Coordinating Forum and Muni-Mec Forum for Municipal Managers.

uThukela district municipality has appointed the IGR officer who facilitates and coordinates the IGR structures within the family of municipalities. There are number of sub committees that were formed by the municipality in making sure that all the three spheres of government talk to each other e.g. District Area Finance, Infrastructure Forum, Planning & development Forum, Corporate Services & communication Forum, and General & Social Services Forum. ***Some sector departments do participate in the IGR Forums.*** All the Forums have improved their functionality (They are all functional). They all have terms of reference and adhered to their schedules. ***The IGR Reports are tabled in Council meetings on quarterly basis.*** The following structure illustrates the context of uThukela IGR and shows the status of sitting of the IGR structures, the strategic pronouncements from National & Provincial structures are discussed and monitor the progress is mandatory in these sittings.

Figure 20: uThukela DM IGR Structure



It is crucial to mention that the IGR structures are structured in a way that will make all the family of municipalities to own it because the champions are coming from the family of municipalities.

Merging conventional intergovernmental relations (IGR) structures with District Development Model (DDM) structures involves transforming traditional, siloed, cooperative governance into localized integrated and spatialized approaches. The DDM does not replace IGR structures but rather utilize and strengthen them such as: IDP forums, District mayor's forum and sector cluster by anchoring them to one Plan within each district or metropolitan.

Key aspects of this merger include.

- Spatial Alignment and One Plan
- Strengthening Existing Structures
- Joint planning and budgeting
- Institutionalization of DDM Hubs
- Focusing on outcomes

Conventional IGR structures have been merged with DDM structures

ALIGNMENT OF THE DISTRICT DEVELOPMENT MODEL (DDM) AND IDP

The alignment between the District Development Model (DDM) and the Integrated Development Plan (IDP) serves as South Africa's strategic approach to ending silo-based planning across local, provincial, and national government spheres. While the IDP is a legislated 5-year municipal tool used to manage local service delivery, the DDM is an intergovernmental coordination framework that harmonises budgets and plans across all of government through a single, long-term "One Plan" per district or metropolitan area

In the case of uThukela district municipality, the DDM, SDF and the IDP subscribe to the concept of social compact, an all of society approach towards improving the lives of people and lastly spatial transformation. These are critical philosophies that the 5th and 6th administration is determined to decisively address. The DDM as a way of working and doing things differently will play a key role in enhancing the implementation of the IDP, for instance, one of the short-term priorities of the IDP is to institutionalise long-term and short-term planning. The DDM, through the introduction of the One Plan is on course to make this a reality. While the IDP advocates for greater involvement of Councillors and the public in planning and development, the DDM also advocates for the same intervention across

all three spheres of government, i.e., the recent nomination of political district champions at a national level that cascades to district level is a perfect example of how the IDP and the DDM complement one another.

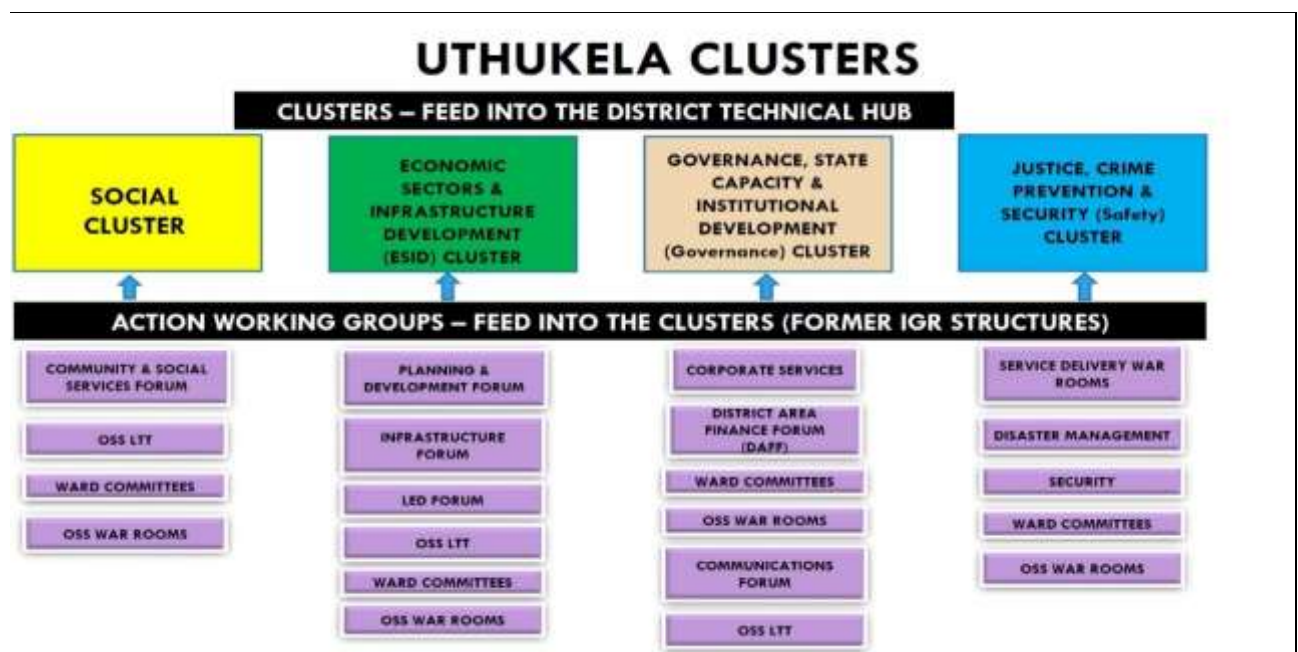
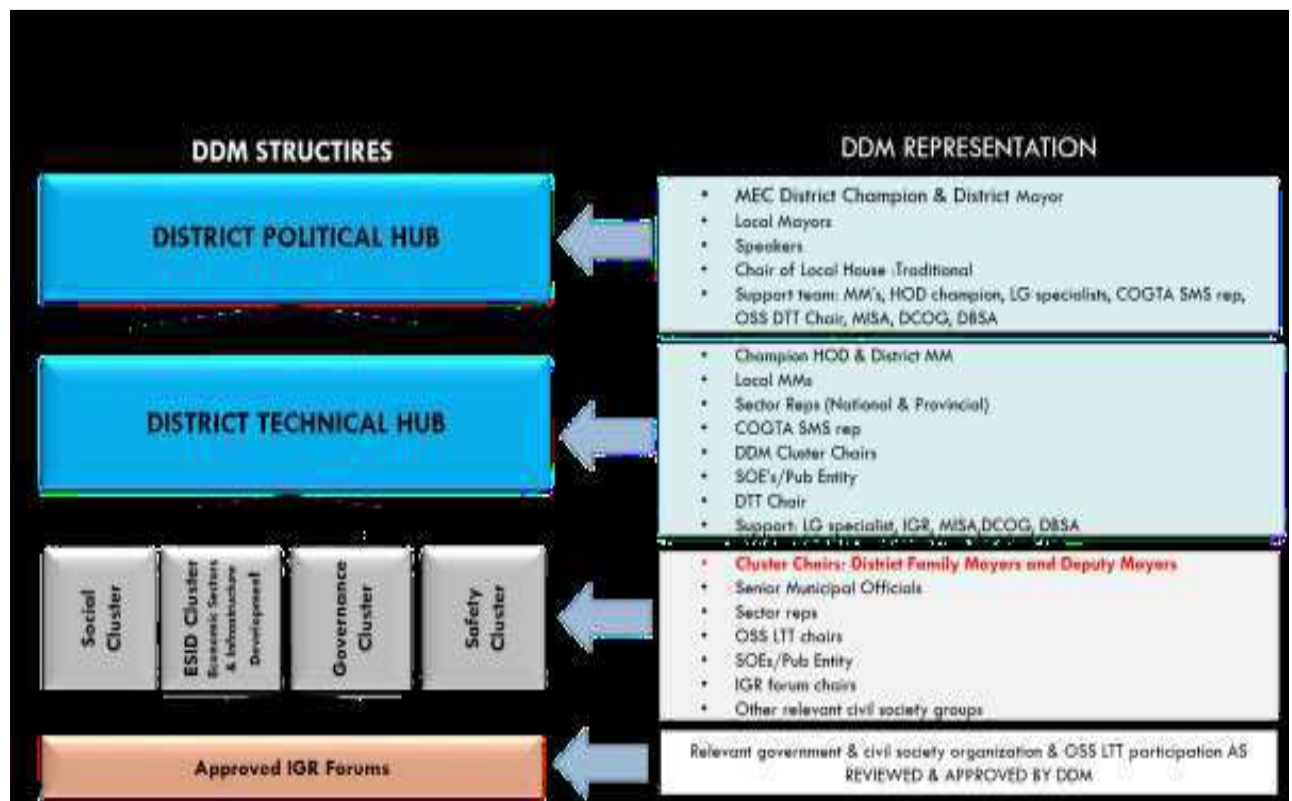
While the IDP assists with focusing on our municipality at a detailed level, the DDM takes on a district-wide approach. The complementarity can be seen in the sense that, the IDP provides a more detailed focus within a Municipality, i.e. cities, townships, rural areas and towns, while DDM takes on a regional posture. This may also mean that IDP interventions in cities and towns will be critical to providing a local perspective, especially in areas of integrated urban planning and management, integrated sustainable human settlement, integrated urban infrastructure, efficient land governance and management, inclusive economic development. *The uThukela district one plan document was endorsed by Council on the 29 May 2026.*

The table below depicts the implementation of the IDP and the One Plan

IDP	ONE PLAN
5-year plan linked to a longer-term plan	Long term plan
Developed by the Municipality and adopted by Council	Coordinated through district hubs
Municipal Manager responsible for the IDP	Across all three spheres of government
Legislative requirement through the MSA 2000	All spheres of government
Defined development and review process	Phased approach in

In the uThukela District Municipality, the following has taken place in ensuring that the DDM is implemented effectively and that it is aligned with all strategic documents:

- District Development Profile Developed by COGTA
- DDM Institutional Structures in place
- Meeting schedule distributed for Technical and Political Hubs
- District Economic Cluster meeting every second week, interim chair: UEDA CEO
- The Economic Cluster had good participation from CFO's and LED Officials from LMs, as well as government departments, such as COGTA and EDTEA.



Conventional IGR structures have been merged with the above DDM structures

UTHUKELA DDM 2026/2027 SCHEDULE OF MEETINGS

UTHUKELA IGR OSS/DDM CALENDAR					
<u>ECONOMIC CLUSTER</u>	<u>GOVERNANCE CLUSTER</u>	<u>JUSTICE CLUSTER</u>	<u>SOCIAL CLUSTER</u>	<u>TECHNICAL HUB</u>	<u>POLITICAL HUB</u>
(TIME:10H00) Chairperson: CEO – uThukela Agency MR B SIBISI Co-Chair: MR N MALINGA – MM – OLM Proxy:	(TIME: 11h00) Chairperson: HON MAYOR CLLR MYEZA Co-Chair: MM – ADLM Ms S S Ngiba Proxy:	TIME:10h00) Chairperson HON MAYOR CLLR Z J SIBISI Co-Chair: UTHUKELA CLUSTER COMMANDE R General T E Gonya Proxy:	(TIME: 10H00) Chairperson: HON MAYOR CLLR V R MLOTSHWA Co-Chair: MM – ILM Proxy: Mr. S Dlamini Executive Manager - OMM	(TIME: 10H00) Chairperson: Municipal Manager: MR. JILI Co-Chair: HOD CHAMPION Mr S Mbhele (DoT) Proxy: Mr W Viljoen- Acting GM Planning & Community Service	(TIME: 10H00) Chairperson: Hon INkosi Mayor Cllr NB SHABALALA Co-Chair: MEC CHAMPION MEC REV TD BUTHELEZI National Champion: Minister: Mr. M Hlengwa
09 July 2026	16 July 2026	06 August 2026	20 August 2026	03 September 2026	17 September 2026
08 October 2026	15 October 2026	05 November 2026	12 November 2026	26 November 2026	17 December 2026
27 January 2027	04 February 2027	18 February 2027	04 March 2027	11 March 2027	24 March 2027
01 April 2027	15 April 2027	06 May 2027	20 May 2027	10 June 2027	24 June 2027

SECRETARIAT

POLITICAL HUB : Ms Thandi Mzinyane

TECHNICAL HUB : Ms T Mzinyane

SOCIAL CLUSTER : Ms Mpho Mtshali

GOVERNANCE CLUSTER : Ms Ayanda Mshayisa

ECONOMIC CLUSTER : Mr Neo Letjeloane

JUSTICE CLUSTER : Ms Neli Hlatshwayo

IGR SUPPORT : Mr Sbu Mpembe

DECISION MATRIX UTHUKELA DISTRICT DEVELOPMENT MODEL

ITEM	DISCUSSION/DECISION	RESPONSIBILITY	TIME FRAME and PROGRESS
1. Economic Cluster District One Plan	1. The district should place greater focus on private sector projects, as the government currently lacks sufficient funding. Uthukela Economic Development Agency should play a significant role in attracting investors to the district to drive growth and development.	B Sibisi W Viljoen	
	2. Local Municipalities should always be part of all meetings in respect of the catalytic projects. UTM and UEDA to play a close supporting role to the LM's	W Viljoen	
	3. Ms. L. Zwane encouraged the planners to ensure proper alignment between the Integrated Development Plan (IDP) and the District One Plan. She emphasized the importance of coordination to ensure that both plans are in sync for effective development and implementation.	G Mazibuko W Viljoen	
	4. The catalytic projects should be shared with the local municipalities for endorsement by the respective Councils Uthukela Economic Development Agency will support Mr. W. Viljoen in facilitating the process.	W Viljoen	
2. Governance Cluster	1. The Terms of Reference to be amended in respect of the inclusion of IDP to sit in the GSCID cluster	SS Ngiba Secretariat	
	2. An MM's Forum was to be convened to address the IGR issues inclusive of the Colenso Gasification project as it was agreed that the project should be led and owned by the local municipality to ensure effective management and progress of the project.	B Nkontwana L Jili	
	3. That the following additions be considered: ✓ The Internal Audit report include the progress on AG queries ✓ HR report to include the functionality of the Council Committees with a special focus on the functionality of the LLF Committee. ✓ PMS report to include the monitoring of the SDBIP	A Domun OS Mnguni M Mthonti	
	4. COGTA to assist in convening a Councilor Workshop in respect of the TOR's of MPAC	B Nkontwana	
3. Social Cluster Dept. of Social Development	5. DSD and DOE to give names of those who will be Lead Agents on the Transformational Areas Identified for the Cluster	M E Mokoena P Mhlongo	10 April 2025
	6. DSD, MHS, DOE, Traditional House and Local Municipalities to convene a Workshop for the Mayors and Municipal Managers in respect of the mandate to allocate infrastructural budget for the construction and/or maintenance of ECD's.	B Mnguni	
	7. ILM LTT Chairperson and DSD to coordinate a Joint Multi-Disciplinary Stakeholders team to convene an urgent Anti-Substance Abuse Awareness Campaign in Ward 23 in respect of the alcohol poisoning cases being received by DOH due to the looted barrels of alcohol/chemical.	S Sithebe C B Khulu	10 February 2025
	8. A joint operation with SAPS to be convened to recover the looted alcohol/chemical as the cases are ongoing and the team to give a preliminary report in the Justice Cluster.	B Mnguni	13 February 2025
	9. ADLM LTT request for DSD to come up with an approach and intense programme to address issue of Drug and Substance Abuse in town.	C B Khulu	12 February 2025
	10. DSD to submit a list of all the centres that were affected by the halting of international financial aid, for escalation to Technical and Political Hub.	C B Khulu	28 February 2025
Dept. of Agriculture	1. LTT's to assist in sourcing the disabled persons in the wards to apply for funding for DARD projects.	LTT Chairpersons	Ongoing
	2. LEDs to assist in sensitizing the farmers to vaccinate their livestock against 'Foot and Mouth Disease' as this affects their progress in selling their produce.	Municipal LEDs	
	3. Finding ways to address the lack of campaigns for farm dwellers in respect of vaccinations and other DARD programmes as farm owners do not allow the departmental officials to enter the farms		

ITEM	DISCUSSION/DECISION	RESPONSIBILITY	TIME FRAME and PROGRESS
Dept. of Education	1. A report sought on the Bambazi H School which the Matric results are withheld pending investigations.	M E Mokoena	
	2. Progress report on Bhekathina High School on the investigations against irregularities raised against the school.		
	3. Request by MHS for upliftment of the school kitchens.	M E Mokoena	
	4. Progress report with regards to Teenage Pregnancy.	M E Mokoena	
Dept. of Health	1. Issue of halting of international financial aid to be escalated to Political Hub as the Outreach Programmes and services could be affected, however this is monitored closely.	T Mpembe	
	2. LTTs to invite Ms Kubheka – the Malnutrition Coordinator, to their meetings. And Mr Ngcobo to also be invited to LTT's for training purposes.	LTT Chairpersons	Ongoing
	3. LTTs to formulate a programme to assist in the 'Safe Sex' month and condom distribution.	T Mpembe	
	4. ADLM LTT to formulate a strategy on vaccinations in the Qwaqwa area through the War Room.	S Khumalo/ S P Gumede	Ongoing
Community Services	1. The issue of vendor's hygiene procedures to be revisited with assistance of MHS and LED.	H Hlongwane	
	2. To report if the municipality installs lightning conductors in households.	H Hlongwane	Next meeting
Municipal Health Services	1. Meeting to be convened with OLM leadership and Management in respect of non-reporting of OLM in the Joint Multi-Disciplinary Stakeholder Task Team.	Clr N Shabalala Ms G Mazibuko	
	2. All LM's to submit a list of the approved or issued business licences/permits	Municipal LED's	28 February 2025
	3. To submit an updated report on challenges encountered by Health Practitioners when doing inspections for multi-disciplinary intervention.	G Mazibuko	
Special Programmes	1. MHS and COGTA to be involved in the Exhumation and Reburial Project for assurance of compliance.	V Dlamini	
LTT/OSS Matters	1. OSS to develop a template on how to submit their challenges with a focus per sector department within the War Rooms.	B Mnguni	
	2. Wards to submit their challenges as per DDM cluster respectively.		
	3. A special meeting to be convened with COGTA in respect of reporting of the CDW's in ADLM	S Khumalo S P Gumede	

OUTSTANDING MATTERS ARISING: 01 AUGUST 2024 AND 31 OCTOBER 2024

ITEM	DISCUSSION/DECISION	RESPONSIBILITY	TIME FRAME and PROGRESS
1. Dashboard	1. The non-attendance by some members and non-submission of reports was to be escalated to the Technical Hub for further intervention.	Proxy LGC	Pending
2. Dept. of Health	1. The implementation and monitoring of the KwaZulu-Natal Integrated Multi-Stakeholder Health Promotion and Wellbeing Strategy 2024–2029 to be done by relevant stakeholders through the Sanele Template.	T Mpembe	

ITEM	DISCUSSION/DECISION	RESPONSIBILITY	TIME FRAME and PROGRESS
	2. Establishment of an Immigration Camp within the District was to be considered, particularly in the Bergville area. 3. DOE and Home Affairs to collaborate in respect of Undocumented Learners 4. DHA to consider a full time service for Okhahlamba LM, although there is a mobile and staff allocated in this area.		
4. SASSA	1. SASSA to collaborate with DOE, DSD, and Home Affairs to track beneficiaries for the Child Support Grant Top up. 2. To collaborate with OSS for uniform handover. 3. To share the uniform pack list to members.	L Shabalala Z Buthelezi	
5. Traditional Leadership	1. A list of Amakhosi that were not being invited to Council meetings be compiled and submitted to District IGR for further intervention. 2. A meeting to be convened between Mr Skhosana and Inkosi Langalibalele LM with regards to the proclamation that was pending.	S Skhosana	
6. Dept. of Transport	1. The report to be tabled at the Technical and Planning Forum meeting, for escalation to Economic Cluster. 2. The report to reflect on challenges and priorities in the District. 3. A full report on the Zwelisha Bridge in ILM to be compiled for submission to the Province as this remains a burning issue.	T Sithomo	
7. Dept. of Agriculture	1. Source contract service provider for veterinary waste disposal services. 2. Issue of budget constraints to be considered.	N Sithole	
8. Office of the Mayor	1. Mayoral Offices to submit written reports inclusive of Special Programmes	S Masoka	

3.7.2.1 PARTICIPATION OF AMAKHOSI IN MUNICIPAL COUNCIL

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1988 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). ***On top of that, the mayor met with all Amakhosi under the jurisdiction of uThukela to discuss the 2026/2027 IDP review and the Budget. The engagement took place on the 28 April 2026.***

The traditional leaders that serve in the uThukela district municipality are as follows:

NAME OF THE TRADITIONAL LEADER	TRADITIONAL COMMUNITY
Inkosi WN Mabaso: Chairperson of uThukela local house	Mabaso TC
Inkosi N Tshabalala	Amaswazi TC
Inkosi C N Zwane	Ingwe TC

The above listed Traditional leaders are coming from the uThukela Local house and form part of the council amongst other things they are subject to the appropriate provisions of the Code of Conduct set out in Schedule 5. Before a municipal council takes a decision on any matter directly affecting the periphery of a traditional authority, the council must give the leader of that authority the opportunity to express views on that matter. They then attend and participate in all the council meetings set for that financial year and issue out their suggestions and contribution to the matter at hand; they are playing a very significant role in our municipality.

3.7.3 MUNICIPAL STRUCTURES

While both War Rooms and ward committees are vehicles to implement public participation, they are fundamentally different. At a ward level, ward committees remain the key community-based structures that participate in the War Room.

The table below presents the fundamental differences between ward committees and War Rooms in uThukela family of municipalities.

Ward Committees	War Rooms
Is a legal entity established to improve service delivery, linking municipalities to communities.	Is a model to improve access to service delivery. It links all spheres of government with people at ward level, and the model is championed by the Presidency.
Participation is restricted to 10 community members representing specific portfolios.	Participation is open to all community-based organisations, private sector, and Provincial/National sector departments.

Plays an advisory role in all matters of the ward.	Coordinates identification and provision of services to identified households /community and ensures cooperative governance for better and fast-tracked service delivery.
Term of ward councillors is linked to council, in terms of section 24 of the Municipal Structures Act (5 years).	Permanent structure - only changes Chairperson if he/she is a Councillor as per the Municipality's term of office.
Focuses more on identification of community needs rather than household needs.	Needs identification process covers household and community. Household walk-ins also submit their needs at War Room.
General assessments indicate that most ward committees have not been functioning effectively due to:	Most Ward Rooms function effectively due to:
• Ward committees being dominated by political activists (politicisation of ward committee programme)	• Participation of existing community organisations like AIDS Committee, School Governing Body, Community Policing Forum, etc. Including “walk ins” by members of the community to submit their needs. War Rooms are non-partisan.
• Ordinary members of society are elected to the ward committee and assigned to represent various sectors in the ward committee (i.e. a person who is not disabled may represent the interests of people living with disability).	• Participants represent organisations of their interest. The major challenge is poor participation of sector departments.

3.7.3.1 WARD COMMITTEES

uThukela family of municipalities has implemented the mandate given by COGTA as per Circular no.9 of 2016 of establishing ward committees.

Ward Committees are an exciting route of achieving one of the aims of the developmental local government mentioned in the Constitution of the Republic of South Africa. In this Forum is where communities and community organizations can participate more on issues of improving service delivery and strengthening local government.

uThukela district municipality is relying more on utilizing the local municipalities ward committees that are currently established in the district in dealing with the issues of service delivery, public participation especially in the IDP and Budget. It must be noted that all challenges that occurred in the establishment of the ward committees were all resolved. The table below shows the status of the ward committees in uThukela family of municipalities as of February 2025:

STATUS OF THE FUNCTIONALITY OF THE WARD COMMITTEES IN THE UTHUKELA FAMILY OF MUNICIPALITIES AS OF FEBRUARY 2025

Name of municipality	Number of wards	Number of functional wards	% functional wards	Functional wards	No of non-functional wards	Reasons for non-functionality of wards
Inkosi Langalibalele	24	24	100%	All wards	nil	Evidence presented as per the requirement.
Alfred Duma	37	37	100%	All wards	nil	Evidence presented as per the requirement.
Okhahlamba	15	15	100%	All wards	nil	Evidence presented as per the requirement.
TOTAL	76	76	100%		0	

Ward committees are key in encouraging participation by the community – their job is to make municipal council aware of the needs and concerns of residents and keep people informed of the activities of municipal council, so it is imperative that all 76 wards have functional ward committees in our district. Should the ward committees start to be dysfunctional, there are proposed interventions that must be implemented to ensure that all ward committees remain functional. The interventions are as follows:

- COGTA to provide support to local municipalities on quarterly basis.
- Report to be presented to Public Participation Forum (DPPF), and remedial action to be taken to address issues.
- In addition, the Department to convene a Provincial Public Participation Steering Committee meeting (PPPSC) to discuss the outcome of the assessment and address key challenges affecting the functionality of ward committees.
- Local municipalities will be requested to present the report to council for intervention.
- Depending on the challenges affecting the functionality of ward committees, the Department further conducts one on one (bilateral) meetings with affected municipalities to coordinate implementation of an action plan to address challenges identified and to monitor progress.
- Ward committee verification report will be presented to uThukela District Technical Service Delivery War room where all local municipalities are represented.
- Report will also be presented in the Speakers Forum to address non-compliance.

All 76 wards Committee are formed and functional in the uThukela district. The above table portrays the functionality of the ward committees.

3.7.3.2 WAR ROOMS

Is a model to improve access to service delivery. It links all spheres of government with people at ward level, and the model is championed by the Presidency. Participation is open to all community-based organisations, private sector, and Provincial/National sector departments. War Rooms are not local municipalities but are concerned with all of government service delivery. The following table displays the functionality of war rooms in the uThukela family of municipalities.

THE STATUS OF THE FUNCTIONALITY OF WAR ROOMS IN THE UTHUKELA FAMILY OF MUNICIPALITIES AS OF FEBRUARY 2026.

Alfred Duma LM

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	03,07,12, 13,16,18,26,27,29 ,31,34, & 37	12	We do not yet have the intervention done because we were going to do the audit in July	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.
Partial Functional	04,05,06,08,09,10,20, 21,22,24,28,30,33	13		Assisting the war room EXCO with knowledge management processes.
Functional	01,02,11,14,15,17, 19,23,25, 32 & 35	11		Maintaining war room membership management.
Fully Functional	36	1		
	37	37		

Okhahlamba LM

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	5,8 &11	3	To revitalize them and facilitate training and coaching	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.

Partial Functional	2,3,7,9,12,13,14 & 15	8	Extending training to all EXCO members.	Assisting the war room EXCO with knowledge management processes.
Functional	1,4,6 & 10	4		
Fully Functional	0	0		
	15	15		

Inkosi Langalibalele LM

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	03,07,12,13,16,18,26,27,29,31,34, & 37	12	We do not yet have the intervention done because we were going to do the audit in July	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.
Partial Functional	04,05,06,08,09,10,20,21,22,24,28,30,33	13		Assisting the war room EXCO with knowledge management processes.
Functional	01,02,11,14,15,17,19,23,25,32 & 35	11		Maintaining war room membership management.
Fully Functional	36	1		
	37	37		

CHALLENGES WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION

Inability to mobilize and invite all stakeholders has resulted in the use of more ward committee members extensively in place of various structures in the community. We will therefore plan to accelerate training, especially for new political champions and sectors departments as well as all sectors of society.

- Lack of War room space.
- Commitment on the part of the leadership.
- Training of War room personnel.

- Change of Political Leadership
- Unbudgeted support and mentoring by the municipality.
- Lack of consequence management for designated officials who fail to support War rooms.
- Absence of deployed SMS members.

ACHIEVEMENTS WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION

- uThukela district profile was developed to analyze the district's current plans gaps, horizontal & vertical alignment and key strategies and priorities.
- The Concept document for the District Development framework was presented to guide and monitor the establishment of DDM.
- The DDM plan was completed and approved by Council.

3.7.3.3 IDP REPRESENTATIVE FORUM

Every municipality is obliged to prepare an IDP in terms of chapter 5 of the municipal systems act (Act 32 of 2000). The IDP must include representation from the community. uThukela district municipality has established uThukela district municipality Representative Forum that represents the interests of all constituents, at level of the district in the IDP process. It also guarantees representative participation in the IDP process. The Representative Forum is chaired by the uThukela Mayor or EXCO member and has its own terms of reference. The RF of uThukela district municipality consists of representatives from the community that were based on geographical and social interest, councilors, Amakhosi, business sector, representatives from Government departments and representatives from local municipalities. The IDP Manager performs the secretariat function.

3.7.3.4 MANAGEMENT COMMITTEE (MANCO)

MANCO of uThukela district municipality consists of all General Managers, and it sits weekly and then is extended once a month with middle managers. The committee is presided by the Municipal Manager. Some of the functions of the uThukela MANCO are to decide on planning, monitor the IDP process as well as overall management and coordination. This committee does not approve, instead it recommends to the Portfolio committees for approval.

3.7.3.5 EXECUTIVE COMMITTEE (EXCO)

The Executive committee (EXCO) of uThukela district municipality consists of six councilors and is chaired by the Honorable Mayor. Some members of EXCO are chairpersons of various portfolio committees. The committee has its own schedule of meetings, and their role is to recommend it to Council.

3.7.3.6 COUNCIL

The council committee of uThukela district municipality consists of 33 councilors. The Speaker of the municipality chairs all council meetings. The council meets once per month. The committee has its own schedule of meetings that is circulated to all councilors once it is adopted.

3.7.3.7 IDP AND BUDGET STEERING COMMITTEE

As part of the IDP and budget preparation process, uThukela district municipality has established an IDP Steering committee, which acts as support to the IDP Representative Forum, IDP Manager and the Municipal Manager. The IDP steering committee structure is functioning throughout the IDP process. This structure is chaired by the Municipal Manager and is made up of Heads of Departments and middle management. The IDP steering committee does not have decision-making powers but is an advisory body to the Representative Forum. This committee has its own terms of reference that are adopted by the Council before the start of the IDP process.

3.7.3.8 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

uThukela district municipality has formed the MPAC to comply with the MFMA. MPAC was formed after the local government elections on the 19 January 2022. The committee consists of seven members. The municipal public accounts committee performs an oversight function on behalf of the Council and should not be confused with the Audit Committee or finance portfolio committee. MPAC may examine the following documents:

- Audit report issued by the Auditor General on the affairs of the municipality.
- Audit reports on annual financial statements of the municipality.
- Annual report on the municipality.
- The mayor's quarterly reports on the implementation of the budget and the financial situation of the municipality.
- Audit committee reports

The members of uThukela Municipal Public Accounts Committee (MPAC) are as follows:

- Cllr MM Nkala: Chairperson
- Cllr NA Hlongwane
- Cllr L Qwabe
- Cllr Z Mdlolo
- Cllr BB Biyela
- Cllr E Lite
- Cllr L Kubheka

3.7.3.10 MUNICIPAL BID COMMITTEES

The following municipal Bid committees have delegated responsibility to execute the entire SCM process for all bids in the uThukela district municipality. Quorum is equal to 50%, plus 1.

BSC– Bid Specification Committee –The members of uThukela Bid Specification Committee (BSC) are as follows:

- Senior Billing Officer - Chairperson
- SCM Officer
- Risk Officer
- Acting Fleet Manager

This committee is responsible for compiling of bid specifications. The committee also consider whether all the required quality assurance standards have been met regarding the type of goods that are requested. The specifications are compiled in an unbiased manner to allow all potential bidders to offer their goods or services.

BEC – Bid Evaluation Committee –The members are as follows:

- PMU Technician - Chairperson
- Director-LG support services
- SCM Officer
- IDP Manager
- PMS Manager

The committee is responsible for the evaluation of bids received, which include the verification of.

- The capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective.

- Whether the bid is to specification in respect of quality, functionality, dimensions, design, etc.
- Whether a bid offers value for money.
- Allocation of preference points.
- Representivity in the composition of the bidder and the possibility of fronting.
- Success/failure in executive of contracts awarded to a bidder previously.
- TAX Clearance issued by SARS.

BAC – Bid Adjudication Committee –The members of the committee are following:

- CFO -Chairperson
- General Manager-Corporate Services
- General Manager-Water, Sanitation and Technical Services
- General Manager- Social Services
- Acting SCM Manager

The committee consider the reports and recommendations made by the evaluation committee. They check whether the recommendation made sufficiently indicates that all relevant factors have been considered, and that recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal. Each recommendation is supported by clear, concise motivation of salient points.

- All necessary bid documents have been submitted.
- Disqualifications are justified and that valid and accountable reasons/ motivations were furnished for passing over of bids.
- The necessary funds are available in the approved budget.
- Scoring has been fair, consistent, and correctly calculated and applied and declaration of interest has been taken cognizance of.

The Bid committee structures are well defined in terms of the SCM Regulations (26)2. All the Bid Committees are fully functional. There are SCM Practitioners present within the Bid Committees.

3.7.3.11 MUNICIPAL PORTFOLIO COMMITTEES

uThukela district municipality has established 4 standing committees or portfolio committees as well as the MPAC. These committees are chaired by EXCO members, and they have their own schedule of meetings. The portfolio committees make recommendations to EXCO. All the portfolio committees are fully functional and are constituted as follows:

LIST OF COMMITTEES AS AT 29 MAY 2026

NAME OF THE COMMITTEE	CHAIRPERSON: Cllr Inkosi NB Shabalala (Mayor)
FINANCE PORTFOLIO COMMITTEE	Cllr LM Mvelase
	Cllr NC Mtshali
	Cllr AS Mazibuko
	Cllr B Coka
	Cllr SP Sehlako
	Cllr LP Mnculwane
CORPORATE SERVICES	CHAIRPERSON: Cllr MM Khoza
	Cllr KI Hadebe
	Cllr XF Mhlongo
	Cllr NC Hadebe
	Cllr TP Shabalala
	Cllr PG Strydom
INFRASTRUCTURAL COMMITTEE	CHAIRPERSON: Cllr MC Mkhize (Deputy Mayor)
	Cllr SM Buthelezi
	Cllr SV Shabalala
	Cllr XF Mhlongo
	Cllr MB Mbhele
	Cllr SB Dlungwane
	Cllr L Vilakazi
SOCIAL SERVICES PORTFOLIO COMMITTEE	CHAIRPERSON: Cllr TDJ van Rensburg
	Cllr ZI Madondo
	Cllr XF Mhlongo
	Cllr NW Sibiyi
	Cllr N Mkhasibe
	Cllr MH Shange
MPAC	CHAIRPERSON: Cllr MM Nkala
	Cllr NA Hlongwane
	Cllr L Qwabe
	Cllr Z Mdlolo
	Cllr BB Biyela
	Cllr E Lite
	Cllr L Kubheka

3.7.3.12 AUDIT COMMITTEE

The Audit Committee of the municipality is in place and functional. It is important to indicate that the Audit Committee contract expired on the 31 May 2022. The new Audit Committee resumed their

duties on 1 June 2022. The municipality is using a joint committee for audit and performance. The audit committee of uThukela district municipality consists of five members. They sit four times per year. Some of the functions of the Audit Committee are to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings of the Auditor General. They also prepare the audit performance report for the council. The Audit committee is fully functional and reports to the Council quarterly. The members of the committee were appointed to the specific faculty that will assist the organization. The new members of the uThukela Audit and performance audit committee members are as follows:

- Mr Mandla Ngubane - Chairperson
- Ms Nozipho Zondo
- Ms SD Shezi
- Ms Sanele Gumbi
- Ms Nontokozo Makhubu
- Mr SP Simelane

3.7.3.13 INTERNAL AUDIT

uThukela district municipality has complied with section 165 of the MFMA which says each municipality must have an internal audit unit, subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity. Therefore, the internal audit is functional. The internal audit of uThukela district municipality reports to Audit Committee on quarterly basis. The internal audit function is performed internal and some of their functions are as follows:

- Review and approve the Internal Audit Charter
- Review of the Audit Committee Charter and submit to council for approval.
- Advise Council as to whether the internal audit unit is given the resources and operational independence required to fulfil its role as outlined in the Internal Audit Charter.
- Review and approve the annual risk based internal plan.
- Ensure that all identified risk areas are prioritized and incorporated in the annual audit plan.
- Receive and review the quarterly internal audit report on the implementation of the internal audit plan and any of the matters relating to.
- Internal Audit
- Internal controls

- Accounting procedures and practices
- Risk and risk management
- Performance management
- Compliance with the Municipal Finance Management Act, division of Revenue Act (DORA) and any other applicable legislation
- Investigate any other matter as requested by the Municipal Manager receive reports prepared by the internal audit unit on significant findings and recommendations to address those findings together with management responses with timeframes to implement recommendations.

3.7.4 COMMUNICATION STRATEGY

The communication programme of the uThukela Communication Strategy was adopted by Council on the **29 May 2026** is centred on the programme of action of the government and the priorities of the district Council. Local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication, media liaison, marketing, advertising, and branding, direct and intensive unmediated communication, to name but a few.

Municipalities as government, they have an obligation to provide the public with open access to information about policies, programmes, services, and initiatives. Information for public use must be always disseminated by and readily available in municipalities.

For the municipality to meet the information needs of all citizens, it must consider the following:

- The constitutional right of the people to have access to information.
- To have trained and knowledgeable staff for providing information to the people
- To ensure service is timely, courteous, fair, efficient, and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public.
- To ensure that published information is available on request in multiple formats to accommodate special groups.

Key to the uThukela district municipality strategy is the recognition that Government communication is driven by coherent messages under these themes: “SERVICE DELIVERY AT ITS BEST” AND “TRUST US, WE ARE WORKING FOR YOU”. ***The communication strategy is attached as annexure.***

3.7.5 STATUS OF MUNICIPAL POLICIES

Table 16: Status of Council Municipal Policies

Name of the policy	Completed Y/N	Adopted Y/N	Adoption date	Date of the review for approval
Supply Chain Management Policy	Yes	YES	01 Jan. 2006.	29 May 2026
Credit Control and Debt management policy	Yes	YES	31 May 2006	29 May 2026
Indigent Policy		YES		29 May 2026
Asset Management Policy	Yes	YES		29 May 2026
Risk Management Policy and Framework	Yes	YES	02 July 2008	30 May 2025
Contract Management Policy	Yes	YES		29 May 2026
Performance Management system	Yes	YES	25 Jan. 2013	29 May 2026
Audit and performance committee charter	Yes	YES	26 Feb.2014	30 May 2025
Fleet management policy	Yes	YES		30 May 2025
Fixed asset policy	Yes			29 May 2026
Financial regulations	Yes	YES		30 May 2025
Bursary policy		Yes	12 Nov. 2015	
Retirement policy	Yes	YES		30 May 2025
GIS policy	Yes	NO	12 Nov. 2015	30 May 2025
ICT policy	Yes	YES		30 May 2025
Virement policy	Yes	YES		29 May 2026
Budget and funding reserve policy	Yes	YES		29 May 2026
Long term borrowing	Yes	YES		29 May 2026
Banking, cash management investment policy		YES		29 May 2026
Subsistence and travelling policy	Yes	Yes		30 May 2025
Fraud and anti-corruption policy	Yes	Yes		30 May 2025
Human resource policies	Yes	YES	18 Sept. 2007	30 May 2025
Placement policy	Yes	YES		30 May 2025
Customer care centre	Yes	YES		30 May 2025
Complaints policy	Yes	YES		30 May 2025
Suggestion box policy	Yes	YES		30 May 2025
District environmental policy	Yes	Yes		30 May 2025
Overtime Policy	Yes	Yes	Sept. 2014	30 May 2025
Standby Policy	Yes	Yes		30 May 2025
Skills retention Policy	Yes	Yes		30 May 2025
In service Training Policy	Yes	Yes		30 May 2025
Pauper burial and disposal of the dead policy	Yes	Yes	31 July 2015	30 May 2025
Cost containment policy				29 May 2026
Tariff policy				29 May 2026
Expenditure management policy				29 May 2026

3.7.6 MUNICIPAL BYLAWS

uThukela district municipality has a guiding by-law relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. ***All the above-mentioned By-laws were presented to Council for adoption in the council sitting of July 2022 and were all promulgated in December 2023.***

The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act61 of 2003)
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk.
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)
- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

3.7.7 MUNICIPAL RISK MANAGEMENT

In terms of Section 62(1) (c) (i) of the Municipal Finance Management Act, 2003 requires:

“The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure –

- (c) that the municipality has and maintains effective, efficient, and transparent systems –
 (i) of financial and risk management and internal control”

In complying with the above Act, The uThukela district municipality has functional risk management. A risk assessment is conducted annually to review current risk and evaluate these risks for the new financial year. Thereafter risk action plans are developed to address these risks on the risk register. The risk register is monitored monthly, and progress of risk action plans is updated

monthly. Risk Committee Meetings are held monthly, and reports are submitted to MANCO, EXCO and Council quarterly.

The risk register includes fraud risk for example the risk registers for Corporate Services, Budget, and Treasury Office, verification of employee to eliminate ghost employees on the payroll. In addition, IT Fraud Risk on IT security and master file changes to systems and Supply Chain Management Fraud Risk.

uThukela District Municipality Risk Management Policy and Strategy, Risk Management Framework, Risk Management Committee Charter and Anti-Fraud and Corruption Policy and Prevention Plan were developed adopted by Council on the **30th of May 2025** and is reviewed annually. The policy provides a framework within which management can operate to enforce the proactive ERM process and to inculcate the risk management efforts of the municipality to be optimized.

uThukela District Municipality have launched the District Anti-Fraud and Corruption Hotline to deal with matters of fraud and corruption and financial misconduct for both internal and external. To further protect the whistle blowers a whistle blowing policy has been developed and was approved by the Council on the 30 June 2016. To deal with compliance risk the municipality has developed a Compliance Policy and Charter, which was approved by the Council on the **30th of May 2025**.

The municipal risk management framework specifically addresses the structures, processes and standards implemented to manage risks on an enterprise- wide basis in a consistent manner. The municipality has appointed a Risk Management Officer who deals with risk management.

3.7.7.1 RISK MANAGEMENT COMMITTEE

A Risk, compliance, and anti-fraud Management Committee has also been formed and is functional. The committee is playing an oversight role for the monitoring of risk management, and they report to the Accounting Officer and Audit Committee any material changes to risk profile of uThukela district municipality.

The terms of reference for the committee are reviewed on an annual basis. All the General Managers are members of the committee:

Mr LS Jili (Chairperson)

Mr B Ndlovu

Mr X Mthembu

Mr OS Mnguni

Mrs L Motaung

3.7.8 PUBLIC PARTICIPATION ANALYSIS

Public participation is dynamic to determine the needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. The uThukela district municipality utilized the following mechanisms for public participation in reviewing its 2026/2027 IDP.

IDP Representative Forum: This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees members from the local municipalities, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs) and Organized Business.

Media: Local newspapers was used to inform the community of the progress of the uThukela IDP and further due meetings.

Radio slot: The community radio station was utilized to make public announcements on IDP and Budget.

Mayoral Community meetings: The uThukela district municipality used the Mayoral Community meetings throughout the district to determine the needs of the community at large. The aim of this exercise was to collect needs from the community that informs the preparation of the 2026/2027 Budget.

IDP/ Budget Road Shows: The uThukela district municipality conducted its road shows for both IDP and Budget for 2026/2027 financial year in April 2026. The venues and times of these meetings were publicized at the public places and as well as through the media.

The Website: Copies of the uThukela district municipality IDP and Budget were placed on the website for communities, stakeholders, and sector departments to view or download it and make comments.

3.7.9 ALIGNMENT OF UTHUKELA IDP WITH LOCAL MUNICIPALITY'S IDP

Strategic planning meetings were held involving the district and family of municipalities with the primary objective of aligning this IDP with those of the local municipalities. In the IDP engagement that was organised by uThukela district municipality, all the family of municipalities presented their programmes so that it will inform the uThukela IDP for 2026/2027 and beyond. The primary aim of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP

Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level, but meetings are alternated to all the municipalities of the family.

The alignment started at initial stages where all the IDP managers met to discuss the process to be followed in the first review of the sixth generation IDP. The process was instrumental in ensuring that the 2026/2027 IDP is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2026/2027 financial year, as listed in this IDP, emanated from discussions held with the family of municipalities.

3.7.10 WARD BASED PLANNING

The fourth phase of the fifth Generation IDP of uThukela and its family of municipalities has been informed by the Community Based Planning (CBP). ***All 76 wards in uThukela have developed the Ward Based Plans. This ward-based plans will be reviewed on annual basis.***

CBP is a form of participatory planning which has been designed to promote community action. CBP methodology provides municipalities with the means to strengthen the participatory aspects of their IDP – giving effect to the requirements of the White Paper and the Municipal Systems Act. CBP promotes Ward level plans & Community action. CBP mobilises communities and citizens to take the destiny of their lives into their hands.

LINKAGE OF THE NEWLY DEVELOPED WARD BASED PLANS WITH THE UTHUKELA DISTRICT MUNICIPALITY's IDP

- CBP establishes a participatory process for mobilising communities and planning around grassroots issues and how they (issues) can relate to the broader municipal planning perspective.
- The CBP process is a forerunner to the IDP.
- It captures what communities see as their desired outcomes, and this helps speed up the implementation of the IDP.
- Ultimately the process will assist the Municipality to achieve its long-term development framework's vision of having an improved quality of life for its communities.

The ward-based plans were developed in all the 76 wards in uThukela district municipality and its family of municipalities.

3.7.11 GOOD GOVERNANCE & PUBLIC PARTICIPATION KEY CHALLENGES

KEY CHALLENGE

- ◆ Failure to provide resources to implement the risk response action plans strategies to reduce the impact of the risk materializing; To develop a risk response action plan requires financial resources and due to unfunded budget and financial constraints, the risk response action plans cannot be implemented, resulting in risks materializing.
 - ◆ Increased incidents of HIV/AIDS and communicable diseases.
- Stigma and Discrimination: Societal, self-stigma, and fear of discrimination are significant barriers that prevent individuals from seeking HIV testing, disclosing their status, and accessing care, particularly among key populations (men who have sex with men, people who inject drugs, sex workers).
- Structural Inequalities and Poverty: Poverty, unemployment, lack of education, and gender-based violence, especially in regions like sub-Saharan Africa, drive high rates of infection, particularly among adolescent girls and young women who often cannot negotiate safe sex. Healthcare System Fragility: Many regions with high HIV burdens face shortages of trained staff, poor infrastructure, and weak laboratory systems for monitoring viral loads. Late Diagnosis and Treatment Gaps: Many individuals are diagnosed with HIV only after it has progressed to an advanced stage (AIDS), leading to higher mortality rates. There is also a significant gap in treatment for children, who are less likely than adults to receive ART. Emerging Drug Resistance and Co-infections: As ART usage increases, HIV drug resistance has begun to rise, threatening the effectiveness of current treatments. Additionally, TB remains a leading cause of death among people with HIV. Funding Shortfalls and Shifting Priorities: Waning political commitment and reduced international funding for HIV programs, exacerbated by the need to address other health crises (like COVID-19 or non-communicable diseases), threaten the sustainability of care, particularly in resource-limited settings. Key Populations and Criminalization: Punitive laws and the criminalization of behaviour in some countries prevent key populations from accessing necessary prevention and treatment services. “These challenges call for a “mainstreaming” of HIV activities, stronger, community-led interventions, and an improved focus on equity and rights-based approaches to ensure that no one is left behind in the effort to end the epidemic by 2030.”
- ◆ High levels of crime and risk
 - ◆ Lack of cooperation from sector departments: There is a communication Barrie with sector department but in recent years there’s an improvement of sector department due to the new strategies from COGTA.

3.7.12 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Strengths	Opportunities
♦ Political will from the councilors ♦ IGR structures in place and functional. ♦ Improved IGR (Operation Sukuma Sakhe, War rooms established in all wards and the Local Task Teams in place. ♦ Viable MPAC Committee in place. ♦ All wards in the district managed to develop ward Plans under Community Based Plan program. ♦ functional Enterprise Risk Management ♦ various municipal Bid Committees established, functional. ♦ all portfolio committees properly constituted, representative and functional. ♦ functional Internal Audit Unit in the Municipality	♦ Support from the community (Through their participation on municipal meetings) ♦ Cooperation of traditional leadership to municipal functions. ♦ Stable political environment for investment ♦ Development of departmental strategies to reduce identified risks.
Weaknesses	Threats
♦ Call Centre not functioning at the optimal output(communication) ♦ Failure in addressing the 15 identified risk. ♦ Lack of coordination with sector departments. ♦ Some Sector Departments are not participating in IGR forums. ♦ Lack of alignment between the Ward Based Plans and the Local Municipalities IDP's.	♦ Service delivery protests due to lack of communication. ♦ Nonalignment between the LM's and the sector departments

3.7.13 COMBINED SWOT ANALYSIS

Prior sections of this report highlighted SWOT Analysis on each KPA. Following is a combined SWOT Analysis.

STRENGTHS	OPPORTUNITIES
♦ uThukela district is part of the World Heritage Site ♦ Applicable Disaster management plan in place ♦ Political will from Councilors ♦ Availability of Bulk infrastructure and services in urban areas to support district economy. ♦ Provincial Support in the form of grants and capacity building. ♦ IGR structures in place and functional. ♦ Functional MPAC Committee in place. ♦ All wards in the district have Ward Based Plans under Community Based Plan program. ♦ Strategic positioning ♦ The area has many protected areas that contribute to economic growth ♦ uThukela district is rich in natural resources which contributes to Tourism attraction	♦ IDP identified the need for a District airport and the development of the N3 corridor. ♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. ♦ Integration of social, economic and environmental factors into planning, implementation and decision making that leads to sustainable development. ♦ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area; ♦ Creation of green job opportunities through conservation of environment; this contributes to green economy; ♦ Signed MOU with EThekweni emphasising support initiatives. ♦ Technical support offered by COGTA (MISA); ♦ Public private partnerships and public partnerships ♦ Existence of Intergovernmental relations ♦ Working relationship established with LMs; ♦ Support from the community (Through their participation on municipal meetings) ♦ Cooperation of traditional leadership to municipal functions. ♦ Revenue generation / alternative sources of funds ♦ Continuous update of process to strive for Clean Audit ♦ Ability to fully leverage location factors – transport, warehousing & logistics ♦ Commitment to cost containment measures ♦ Commitment to reducing irregular, unauthorised, fruitless and wasteful expenditure. ♦ Improve debt collection ♦ Improve cash flow of the municipality ♦ Development of departmental strategies to reduce identified risks

	♦ Re-structure the organogram (build up capacity) to ensure implementation of maintenance plan ♦ to develop performance targets that comply with the SMART principle
WEAKNESSES	THREATS
♦ Lack of economic diversity & competitiveness of small towns. ♦ The economy is dependent on government services. ♦ Agriculture and tourism potential not fully exploited. ♦ Lack of funding to implement the environmental protection projects in the district ♦ Shortage of skilled staff to perform certain functions ♦ Low staff morale. ♦ Grant dependency ♦ Poor infrastructure maintenance strategies. ♦ High level of water losses. ♦ Aging infrastructure which causes non-sustainability of services provision. ♦ Procurement process is long and cumbersome. ♦ Inconsistent of billing of consumers ♦ Call Centre not functioning at the optimal output ♦ Failure in addressing the 15 identified risk	♦ Failure to complete projects on time ♦ Low economic growth and increasing rate of unemployment in major economic sectors. ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion this poses greatest threats to identified Critical Biodiversity Areas (CBAs); ♦ Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth. ♦ Deeply rural, agrarian and poverty-stricken communities ♦ Changes in the formula for the allocation of government grants including equitable share. ♦ Increasing rate of illegal connections to water supply infrastructure. ♦ High rate of infrastructure vandalism ♦ Prolonged turnaround time from Eskom when applied for new power connection. ♦ Service delivery protests. ♦ Disasters due to climate change. ♦ Long Outstanding Debtors. ♦ Non availability of financial reserves / solid investments. ♦ Financial difficulties to fund projects and programmes ♦ Non-payment culture in community and government departments ♦ Inadequate funding for the continued provision of infrastructure for free basic services

3.7.14 COMBINED KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

Municipal Transformation & Organizational Development Key Challenges

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

KEY CHALLENGE

- ◆ Shortage of skilled staff to perform certain functions: The municipality faces a critical vacancy rate in technical and specialized roles. **Technical Deficit:** A lack of registered professional engineers and project managers has resulted in a reliance on external service providers, escalating operational costs. **Retention Issues:** UDM acts as a "training ground" where staff gain experience and then migrate to larger metros or the private sector due to the current instability of the district. **Consequence:** Delayed implementation of Capital Infrastructure Projects (MIG grants) and poor water service maintenance.
- ◆ Poor condition of municipal buildings and other facilities versus budget constraints: The "unfunded" status of the municipal budget remains the primary barrier to facility management. **Facility Degradation:** Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. **Financial Constraint:** With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. **Operational Impact:** Frequent equipment breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce.
- ◆ Low staff morale: The "unfunded" status of the municipal budget remains the primary barrier to facility management. **Facility Degradation:** Administrative buildings and workshops are in a state of disrepair, failing to meet basic Health and Safety standards. **Financial Constraint:** With high levels of consumer debt and historical creditors (such as Eskom and Water Boards), the budget is prioritized toward bulk purchases rather than the "Repair and Maintenance" of municipal assets. **Operational Impact:** Frequent equipment breakdowns and the attachment of municipal vehicles by creditors severely limit the mobility of the workforce.
- ◆ Systems and procedures: The Auditor-General's reports consistently highlight weaknesses in internal control environments. **Lack of SOPs:** The absence of formalized Standard Operating Procedures (SOPs) across departments leads to inconsistent decision-making and procedural unfairness. **Manual Processes:** Dependence on manual systems for leave management and overtime tracking increases the risk of "fruitless and wasteful expenditure." **Compliance Gaps:** Failure to strictly adhere to the Local Government: Municipal Systems Act and MFMA regulations regarding consequence management remains a high-risk area.

Basic Service Delivery & Infrastructure Key Challenges

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

KEY CHALLENGE

- ◆ Service Backlog (water and sanitation)
The municipality is experiencing backlogs as far as the water and sanitation is concerned. More houses are being built that makes it difficult for the municipality to eradicate the backlogs sooner.
- ◆ Ageing Infrastructure

	The water and sanitation infrastructure at uThukela district municipality is very old and bursting pipes are a common denominator since those pipes are asbestos. ◆ Poor infrastructure maintenance strategies Operational and maintenance budget needs to be reviewed at least to meet the required standard of 8%. ◆ Water losses The municipality is losing a lot of water that is uncounted for due to unreported leaks etc. ◆ Failure to complete projects on time Some service providers are failing to complete projects as per the stipulated time which delays the supply of water to communities The municipality is losing a lot of water that is uncounted for due to unreported leaks etc. ◆ Vandalism of infrastructure The municipality is facing a very serious problem of vandalism of water and infrastructure that deprives the community of getting water.

Local Economic Development & Social Development Key Challenges

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY CHALLENGE	Lack of coordination of LED initiatives: This is due to poor stakeholder collaboration. There is very limited interaction between the district municipality and the local municipalities, leading to initiatives that work in silos rather than in a strategic manner. The district often focuses on short-term, unsustainable projects rather than creating an enabling and growing economic environment – promoting an incremental and strategic planning approach to local economic development. (add the red text if you see fit). High level of unemployment The issue of not being able to match people's skills to jobs and the low level of education has contributed to the high level of unemployment in the district. A portion of the labour force lacks the skills that are needed to be employed, with most of them without matric certificate. There is also the issue of spatial inequalities within the district, where many people live in the rural areas far from the economic hubs which makes it difficult to search for jobs. Lack of economic diversity and competitiveness of small towns This is caused by the lack of reliable water, electricity, sanitation, and digital connectivity discourages new business investments. Another issue that the district experiences is the while the informal sector is large, there is still a high "red tape" and a lack of business knowledge on how to prevent these enterprises from being formalized. Increased incidents of HIV/AIDS prevalence The issue of poverty and inequality promotes instability and increased risk. Gender disparity in the district also plays a role in the rate of HIV prevalence, where the prevalence is higher in women than in men and the district has more women than men. Agriculture and tourism potential not fully exploited These remain significantly underutilized in the district. One challenge is the poor infrastructure, especially poor roads leading to our popular tourist attractions which discourage tourists from visiting those locations. There are also poor roads in rural areas, which prevent farmers from travelling products to and from markets. Another challenge is the

disconnect between tourism and agriculture, where integrated tourism plans that include protected areas and agricultural zones prevent these sectors from receiving necessary resources.

Economic stagnation and poor economic infrastructure

Infrastructure failure has played a significant role in this challenge. The district experiences water/sanitation system failures, which has paralyzed economic activity and discouraging investment. In addition to this, electricity and road management systems are experiencing decay in both urban centers and rural areas.

Alignment with provincial and national economic development initiatives

Within the district, there is an incremental disconnect between the Spatial Development Framework and national spatial priorities, leading to development interventions that do not target the poorest areas effectively. Another issue is that policy-implementation gap to guide the district, causing the district to work in a silo.

High Poverty rate

This is because of the high level of youth unemployment and limited job opportunities. Another reason is that there is underinvestment in rural areas, leading to poor social infrastructure (inadequate schools, limited access to healthcare).

Lack of marketing of the District as a Tourism destination and investment destination

This is because of the funding constraints in the tourism sector and the district, and poor investor confidence. The lack of investors is because there is little information and clear details of investment opportunities, a lack of visibility and professional branding.

Financial Viability & Financial Management Key Challenges

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

KEY CHALLENGE

- ◆ Due to financial constraints grant funding is used to fund operational expenditure which causes delays in grant expenditure
- ◆ The municipality had an operating deficit at the end of the 2024/2025 financial year of R50,766,551 cash and cash equivalents amounted to R10,897,083 while unspent grants were R19,126,543 which is a clear indication that the unspent grants are not cash backed.
- ◆ The municipality covers large rural areas with high unemployment rate. Even though the municipality embargoed in an indigent registration program from 18 June 2025 to 30 July 2025 to assist consumers with indigent registration the response was poor and only 1,600 consumers registered. The incident register is therefore grossly understated.
- ◆ The municipalities grant dependency rate is currently at 60%. This is because of the municipalities' inability to collect outstanding debt and billing inaccuracies.
- ◆ Illegal connections is a big concern as they impact directly on production cost and billing inaccuracies. The municipality has placed a notice on the consumer debtors' statement for the month of January 2026 to inform consumers that all illegal connections must be removed immediately, failing which the municipality will issue fines in terms of the water services bylaws and tariff policy.
- ◆ Municipal tariffs are not cost reflective. Tariffs were adjusted upwards by 13% as from 1 July 2025 in respect of the 2025/2026 financial year. The municipality intends to gradually increase tariffs until they become cost reflective. The proposed tariffs increase in 2026/2027 is about 20%.

- ♦ The inconsistency of billing is the result of several factors such as faulty meters, meters underground, buildings erected over meters, estimates, meters recording airflow, incorrect readings recorder and illegal connections.
- ♦ Revenue is affected by inconsistent billing as eluded from point no 6 above. The municipalities debtors' book is currently sitting at r 1,284m even though r260m irrecoverable bad debt was written off during the 2024/2025 financial year. The municipality's collection rate is below the norm and is currently at 40%.
- ♦ Failure by the municipality to spend capital grants as stipulated by the grant funders is causing unspent grants to be withhold. This is the result of grant money being used to fund operational expenditure.

Good Governance & Public Participation Key Challenges

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY CHALLENGE

- ♦ Failure to provide resources to implement the risk response action plans strategies to reduce the impact of the risk materializing; To develop a risk response action plan requires financial resources and due to unfunded budget and financial constraints, the risk response action plans cannot be implemented, resulting in risks materializing.
 - ♦ Increased incidents of HIV/AIDS and communicable diseases.
- Stigma and Discrimination:** Societal, self-stigma, and fear of discrimination are significant barriers that prevent individuals from seeking HIV testing, disclosing their status, and accessing care, particularly among key populations (men who have sex with men, people who inject drugs, sex workers).
- Structural Inequalities and Poverty:** Poverty, unemployment, lack of education, and gender-based violence, especially in regions like sub-Saharan Africa, drive high rates of infection, particularly among adolescent girls and young women who often cannot negotiate safe sex.
- Healthcare System Fragility:** Many regions with high HIV burdens face shortages of trained staff, poor infrastructure, and weak laboratory systems for monitoring viral loads.
- Late Diagnosis and Treatment Gaps:** Many individuals are diagnosed with HIV only after it has progressed to an advanced stage (AIDS), leading to higher mortality rates. There is also a significant gap in treatment for children, who are less likely than adults to receive ART.
- Emerging Drug Resistance and Co-infections:** As ART usage increases, HIV drug resistance has begun to rise, threatening the effectiveness of current treatments. Additionally, TB remains a leading cause of death among people with HIV.
- Funding Shortfalls and Shifting Priorities:** Waning political commitment and reduced international funding for HIV programs, exacerbated by the need to address other health crises (like COVID-19 or non-communicable diseases), threaten the sustainability of care, particularly in resource-limited settings.
- Key Populations and Criminalization:** Punitive laws and the criminalization of behaviour in some countries prevent key populations from accessing necessary prevention and treatment services.
- "These challenges call for a "mainstreaming" of HIV activities, stronger, community-led interventions, and an improved focus on equity and rights-based approaches to ensure that no one is left behind in the effort to end the epidemic by 2030."**
- ♦ High levels of crime and risk
 - ♦ Lack of cooperation from sector departments: There is a communication Barrie with sector department but in recent years there's an improvement in the department sector due to the new strategies from COGTA.

Cross Cutting Issues Key Challenges

CROSS-CUTTING ISSUES

KEY

CHALLENGE

- ♦ Lack of environmental education in general: **uThukela DM has a serious lack of critical environmental planning tools.** The Integrated Waste Management Plan (IWMP) is under review to address the key challenges regarding waste management. The Air Quality Management Plan (AQMP) of the municipality is under review to address key challenges regarding air quality related issues. Alien Invasive Species Removal Plan-the municipality does not have the plan to deal with alien invasive species.
- ♦ Deeply rural, agrarian and poverty-stricken communities
- ♦ Disasters due to climate change: The district is prone to several natural hazards which have increased due to climate change and its impact is severe to poor people. The district is working with local municipalities to capacitate their disaster management centre, to conduct risk assessment and develop mitigation strategies in their respective area of jurisdiction.
- ♦ Lack of environmental planning tools to govern natural environment: **Lack of sufficient environmental education and awareness.** uThukela DM does participate in environmental education and awareness activities which include amongst others the following: School Environmental education program, Integrated Environmental Management Workshops. Commemorations of environmental calendar days e.g. Wetlands Celebration, Water Week, Arbor Month, World Environment Day
- ♦ Lack of resources to mitigate and prevent incidents of disasters: The municipality is operating with unfunded budget, which means the municipality need to implement mitigation strategies that can be done without budget. The municipality will implement more community awareness and training programmes targeting vulnerable people such children, women & disable etc., the program will also target traditional leaders and war rooms.
- ♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas (CBAs);

SECTION D:

MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

4 MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

4.1 MUNICIPAL VISION

In the formulation of the uThukela DM vision, the following visions and goals were considered from these organisations:

- Sustainable Development Goals 4, 11, 13, 15
- Sendai Framework for Disaster Risk Reduction 2015-2030
- NDP Vision 2030
- New Urban Agenda commitments
- uThukela 2026/2027 SDF vision

The common thread within all the above visions and goals is the acknowledgement of the need for sustainable job creation, addressing the issue poverty and inequality, environmental sustainability, efficient service delivery, and risk management.

uThukela district municipality had a strategic planning session on the 21st of April 2026 where it defined its strategy, or direction, and making decisions on allocating its resources to pursue the strategy and to control mechanisms for guiding the implementation of the strategy.

Therefore, the Municipal vision is as follows:

“By 2030, uThukela District will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development”

4.1.1 MUNICIPAL MISSION STATEMENT

The uThukela District Municipality Mission Statement reads as follows:

MISSION STATEMENT

“We promote a customer-centred, people driven environment with emphasis on consultation, integrity, accountability, economic growth, effectiveness, and efficiency

4.1.2 CORE VALUES AND MUNICIPAL GOALS

The following are uThukela DM Core Values:

- ⇒ Solidarity.
- ⇒ Honesty.
- ⇒ Ownership/stewardship
- ⇒ Professionalism.
- ⇒ Self-reliance
- ⇒ Work ethics
- ⇒ Empathy
- ⇒ Dedication
- ⇒ Credibility
- ⇒ Accountability and transparency

MUNICIPAL GOALS

- ⇒ Promotion of the institution that is representative, participative and empowered in improving institutional capabilities for service delivery.
- ⇒ Addressing service delivery backlogs and future growth as well as maintenance and upgrade of existing infrastructure.
- ⇒ Stimulating economic development and reverse current trends of decline in diversity through enhancing economic growth.
- ⇒ Managing of municipal resources and ensuring financial sustainability
- ⇒ Provision systems and mechanism for accountability and public participation in municipal development affairs.
- ⇒ Safer and healthier environment within the district

4.1.3 STRATEGIC OBJECTIVES FOR 2026/2027

IDP / SDB IP NO.	Key Challenge		Objective	Strategy	Indicator No.	Key Performance Indicator	2026/2027 Projections	OUTCOME 9 OUTPUT	BACK TO BASIC S PILLAR	Project ID and Name	MSCOA COMPLAINT				
							Annual Target				FUNCTION	Budget	Funding Source	Project Segment	Region
							KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT								
MTI D01	Legal compliance		To ensure a functional Performance Management System	Implementation of PMS Policy & Framework	1	Date of adoption of Performance Management System by Council by 30/06/2027	Date of Adoption of Performance Management System by Council by 30/06/2027	Implement a differential approach to municipal financing, planning and support	Building Capable Local Government Institution	Performance Management System	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D02	Systems and procedures				2	Number of quarterly performance reports submitted by departments to the Office of the Municipal	4 quarterly performance reports submitted by departments to the Office of the Municipal			quarterly performance reports	All Departments	OPEX	Municipal budget	N/A	N/A

						Manager by 30/06/2027	Manager by 30/06/2027								
MTI D03	Legal compliance				3	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2027	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2027			Mid- Year Performance Report	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D04	Legal compliance				4	Date of submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2026	Date of Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2026			Annual Performance Report	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D05	Legal compliance				5	Date of tabling of Annual Report to	Date of Tabling of Annual Report to			Annual Report	Office of the MM	OPEX	Municipal	N/A	N/A

						Council by 31/03/2027	Council by 31/03/2027						bud get		
MTI D06	Legal compli ance				6	Number of formal section 54/56 managers performanc e reviews conducted by Performanc e Review Panels by 30/06/2027	Two (2) formal section 54/56 managers’ performanc e reviews conducted by Performanc e Review Panels by 30/06/2027			section 54/56 manag ers’ perfor mance reviews	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D07	Legal compli ance		To ensure functio nal risk and compli ance manage ment	Review and adopt risk and compli ance govern ance policies	7	Number of risk and Compliance governance Policies adopted by Council by 30/06/2027	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2027			risk and Compli ance govern ance Policies	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D08	System s and proced ures			Ensure functio nality of Risk Manag	8	Number of Risk Committee meetings	Four (4) Risk Committee meetings			Risk Commi tee	Office of the MM	OPEX	Mun icipa l	N/A	N/A

				ement Commit tee		held by 30 June 2027	held by 30 June 2027			meetin gs			bud get		
MTI D09	Legal compli ance		To Improv e organiz ational Capacit y	Review of organiz ational structur e	9	Date of organization al structure reviewed and adopted by Council by 31/05/2027	Date of Review and adoption of organization al structure by Council by 31/05/2027			organiz ational structu re	Corpo rate Servic es	OPEX	Mun icipa l bud get	N/A	N/A
MTI D10	Shorta ge of skilled staff to perfor m certain functio ns			Ensure implem entatio n of Employ ment equity plan	10	Number of people from employment equity target groups employed in the three highest levels of managemen t in compliance with approved equity plan by 31/12/2026	Six (6) people from employment equity target groups employed in the three (3) highest levels of managemen t in compliance with approved equity plan by 31/05/2026			equity plan	Corpo rate Servic es	OPEX	Mun icipa l bud get	N/A	N/A

MTI D11	Shortage of skilled staff to perform certain functions			Implementation of Workplace Skills Plan	11	Percentage of budget spent on the implementation of Workplace Skills Plan by 30/06/2027	Hundreds (100%) of budgets spent in the implementation of Workplace Skills Plan by 30/06/2027			Workplace Skills Plan	Corporate Services	OPEX	LGS ETA Grant	N/A	N/A
MTI D12	Shortage of skilled staff to perform certain functions				12	Number of training reports submitted to Council by 30/06/2027	4 Training reports submitted to Council by 30/06/2027			Training reports	Corporate Services	OPEX	Municipal budget	N/A	N/A
MTI D13	Shortage of skilled staff to perform certain functions	C	To ensure an effective and efficient HR systems that addresses Human	Review and adoption of HR related policies	13	Date to review and adopt HR related policies by Council by 30/05/2027	Date of Review and adopt HR related policies by Council by 31/05/2027			HR related policies	Corporate Services	OPEX	Municipal budget	N/A	N/A

			resources within the municipality												
MTI D14	Systems and procedures		To improve Information and Communication Technology through implementation of ICT policies	Development and review of ICT policies	14	Number of ICT Policies developed and reviewed by the Council by the 30th of June 2027	Ten (10) ICT Policy reviewed by Council by 30/06/2027			ICT Policy	Corporate Services	OPEX	Municipal budget	N/A	N/A
MTI D15	Systems and procedures		Ensure an effective and functional Fleet Services	Conducting Comprehensive reporting of Fleet Management	15	Number of Comprehensive Fleet Reports submitted to Council by 30/06/2027	Four (4) Comprehensive Fleet Reports submitted to Council by 30/06/2027			Comprehensive Fleet Reports	Corporate Services	OPEX	Municipal budget	N/A	N/A

				Service s											
MTI D16	Legal compli ance		To ensure an effectiv e and efficient internal and externa l commu nication strategy .	Review and implem entatio n of adopte d Commu nicatio n Strateg y	16	Date of review and adoption of communicat ion strategy by Council by 30/06/2027	Date of Review and adoption of communicat ion strategy by Council by 30/06/2027			Commu nicatio n strateg y	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D17	System s and proced ures		Improv e commu nication s with externa l Stakeho lders	Develo pment of Munici pal Commu nicatio n Strateg y	17	Number of Municipal Newsletters published for each financial year by 30 June 2027	Four (4) Municipal newsletters published by 30/06/2027			Munici pal newslet ters	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A

MTI D18	System s and proced ures		To report & monitor Service Delivery	Submis sion of quarter ly reports to COGTA	18	Number of Circular 88 reports submitted to Provincial COGTA by 30/06/2027	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2027			Circular 88 reports	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D19	System s and proced ures		To improv e the municip al Audit opinion	Effectiv e Audit and Perfor mance Commit tee	19	Number of Audit and Performanc e Committee meetings held by 30/06/2027	4 Audit and Performanc e Committee meetings held by 30/06/2027	Deepe n democ racy throug h refinin g ward commi ttee system	Puttin g Peopl e first	Audit and Perfor mance Commi ttee meetin gs	Office of the MM	R372 858,3 4	Mun icipa l bud get	N/A	N/A
MTI D20					20	Percentage of Audit and Performanc e Committee Resolutions presented to Council Actioned and Resolved by Managemen t by 30/06/2027	100% of Audit and Performanc e Committee Resolutions presented to Council Actioned and Resolved by Managemen t by 30/06/2027			Audit and Perfor mance Commi ttee Resolut ions	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A

MTI D21	System s and proced ures			Oversig ht meetin gs held	21	Number of MPAC meetings convened by 30/06/2027	4 MPAC meetings convened by 30/06/2027			MPAC meetin gs	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D22	System s and proced ures				22	Percentage of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2027	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2027	Deepe n democ racy throug h refine d ward commi tee system		Deliver ables Achiev ed by the MPAC	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
KPA2: BASIC SERVICE DELIVERY															
BSD 01	Service Backlo g (water and		To provide infrastructure and sustainable basic		23	Commission of Fitty Park Community water project Phase 2 by 30/09/2026	Commission of Fitty Park Community water project Phase 2 by 30/09/2026	Improv e access to basic service	Delive ring basic servic es	H Fitty Park Commu nity water	Water , Sanita tion & Techn ical	R 5 000 000.00	MIG	Capita l- New infrast ructur e	

	sanitati on)						provisio n		project Phase 2	Servic es					
BSD 02	Service Backlo g (water and sanitati on)	Address ing service delivery backlog s and future growth as well as mainten ance and upgrade of existing infrastr ucture.		24	Appointment of Contractor at Fitty Park Water Supply: Water Reticulation Phase 2 by 31/12/2026	Appointment of Contractor at Fitty Park Community Water Supply: Water Reticulation Phase 2 by 31/12/2026			Fitty Park Commu nity Water Supply: Water Reticula tion Phase 2	Water , Sanita tion & Techn ical Servic es	R 5 000 000.00	MIG	Capita l- New infrast ructur e	6	
BSD 03	Service Backlo g (water and sanitati on)			25	Number of VIP toilets constructed by 30/06/2027	1570 VIP toilets constructed by 30/06/2027			VIP toilets	Water , Sanita tion & Techn ical Servic es		MIG	Capita l- New infrast ructur e	06	
BSD 04	Service Backlo g (water and			26	Number of Kilometers of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo	26.4 Kilometers of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo			Okhahla mba LM (Ward 2,3 & 14) Vimbuk halo	Water , Sanita tion & Techn ical	R 13,190 ,738.7 9	MIG	Capita l- New infrast ructur e	5	

[illegible]

	sanitati on)										Service es					
BSD 08	Service Backlog (water and sanitati on)				30	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2027	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2027				Kwanobamba Ezitendeni CBD	Water , Sanitation & Technical Services	R23 080 730.53	MIG	Capital- New infrastructure	District Wide
BSD 09	Service Backlog (water and sanitati on)				31	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2026	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2026				Contractor at Loskop Abstraction WTW	Water , Sanitation & Technical Services		MIG	Capital- New infrastructure	2,3 & 14
BSD 10	Service Backlog (water and sanitati on)				32	Kilometres of bulk pipeline constructed at Loskop Abstraction WTW by 30/06/2027	0,076 KM's of bulk pipeline to be constructed at Loskop Abstraction WTW by 30/06/2027				Loskop Abstraction WTW	Water , Sanitation & Technical Services	R27 291 539.50	MIG	Capital- New infrastructure	9,20, 21

BSD 11	Service Backlog (water and sanitation)				33	Number of pipelines constructed at Amangwe Phase 9B1 by 30/06/2027	(2.14) KM's of pipeline constructed at Amangwe Phase 9B1 by 30/06/2027			Amangwe Phase 9B1	Water , Sanitation & Technical Services	R27 291 539.50	MIG	Capital- New infrastructure	9,20, 21
BSD 12	Service Backlog (water and sanitation)				34	Number of pipelines constructed at Amangwe Phase 9B2 by 30/06/2027	1.7 KM's of pipeline constructed at Amangwe Phase 9B2 by 30/06/2027			Amangwe Phase 9B2	Water , Sanitation & Technical Services	R27 291 539.50	MIG	Capital- New infrastructure	21,22
BSD 13	Service Backlog (water and sanitation)				35	Number of handpumps to be equipped at Ekuvukeni Groundwater by 30/09/2025	5 handpumps to be at equipped Ekuvukeni Groundwater by 30/09/2025			Ekuvukeni Groundwater	Water , Sanitation & Technical Services	CAPEX	MIG	Capital- New infrastructure	21,22
BSD 14	Service Backlog (water and	To provide sanitation system to the	Provision and maintenance of sanitation		36	Number of production boreholes equipped at Ekuvukeni Groundwater	2 production boreholes equipped at Ekuvukeni Groundwater			production boreholes	Water , Sanitation & Techn	R18 000 000.00	MIG	Capital- New infrast	20,21

	sanitation)					by 30/09/2026	by 30/09/2026				ical Servic es			tructur e	
BSD 15	Service Backlog (water and sanitation)				38	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction Tower by 31/03/2027	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction Tower by 31/03/2027			Kwanob amba Ezitende ni: Abstract ion Tower	Water , Sanita tion & Techn ical Servic es	R15 872 741.73	MIG	Capita l- New infrast ructur e	20,21
BSD 16	Service Backlog (water and sanitation)		To provide infrastructure and sustainable basic services		38	Number of abstraction tower at Kwanobamba Ezitendeni by 30/06/2027	(1) of abstraction tower to be constructed at Kwanobamba Ezitendeni by 30/06/2027			Kwano bamba Ezitend eni - Abstrac tion Tower Water Supply	Water , Sanita tion & Techn ical Servic es	R15 872 741.73	MIG	Capita l- New infrast ructur e	21
BSD 17	Service Backlog (water and sanitation)			Provide community water supply	39	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2026	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2026			Ekuvuke ni Ground water WCDM networ k	Water , Sanita tion & Techn ical Servic es	R18 000 000.00	MIG	Capita l- New infrast ructur e	20,21

BSD 18	Service Backlog (water and sanitation)				40	Number of kilometers pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2027	3 KM's pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2027			Ekuvukeni Ground water WCDM - ward 33	Water , Sanitation & Technical Services	R18 000 000.00	MIG	Capital- New infrastructure	33
BSD 19	Service Backlog (water and sanitation)				41	Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2027	(14) Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2027			Water and Sanitation Infrastructure repairs and refurbishment (O&M)	Water , Sanitation & Technical Services		MIG	Capital- New infrastructure	3
BSD 20	Service Backlog (water and sanitation)				42	50% Design development of Umtshezi East Regional bulk by 30/06/2027	50% Design development of Umtshezi East Regional bulk by 30/06/2027			Umtshezi East Regional bulk	Water , Sanitation & Technical Services		MIG	Capital- New infrastructure	3

BSD 21	Water Quality	To ensure safe and healthy potable water	Implement an effective water and waste water monitoring program		78	Number of water treatment plants monitored by 30/06/2027	15 water treatment plants monitored by 30/06/2027			water treatment plants	Water , Sanitation & Technical Services	OPEX	Municipal budget	Capital- New infrastructure	Various
BSD 22	Water Quality			Provide community water supply	80	Number of wastewater treatment works monitored by 30/06/2027	9 wastewater treatment works monitored by 30/06/2027			Wastewater treatment works monitored	Water , Sanitation & Technical Services	OPEX	Municipal budget	Capital- New infrastructure	Various
BSD 23	Alignment with provincial and national economic development initiatives		To enhance consumer protection with sufficient food control		81	Number of food handling premises inspected by 30/06/2027	1080 food handling premises inspected by 30/06/2027			food handling premises inspected	Water , Sanitation & Technical Services	OPEX	Municipal budget	Capital- New infrastructure	Various
LOCAL ECONOMIC DEVELOPMENT															

LEDO 1	High level of unemployment	diversity through enhancing economic growth.	To Increase Job opportunities	Implement Expanded Public Works Programme (EPWP)	81	Number of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2027	1212 EPWP jobs created through LED initiatives, including capital projects, by 30/06/2027	Implementation of community works programme and support ed cooper atives	N/A	EPWP jobs	Water, Sanitation & Technical Services	R1 685 000,00	EPWP	Capital - New infrastructure	District Wide
LEDO 2					82	Number of EPWP reports submitted to the funder by 30/06/2027	12 EPWP reports submitted to the funder by 30/06/2027			EPWP reports	Water, Sanitation & Technical Services	OPEX	EPWP	n/a	Operational - LED/Tourism
LEDO 3					83	Number of FTE's created through LED initiatives, including capital projects, by 30/06/2027	423 FTE's jobs to be created through LED initiatives, including capital projects, by 30/06/2027			FTE's jobs	Water, Sanitation & Technical Services	OPEX	EPWP	n/a	Operational - LED/Tourism

LED04					84	Date of review and adoption of LED strategy by Council 30/06/2027	Date of review and adoption of LED strategy by Council 30/06/2027				Community Services	OPEX	LED	n/a	Operational - LED/Tourism
LED05	Coordination of LED initiatives			Convene district LED/Tourism Forum meetings	85	Number of district LED/Tourism forums meetings held by 30/06/2027	4 district LED/Tourism forums meetings held by 30/06/2027			LED/Tourism forums meetings	Community Services	OPEX	Municipal budget	n/a	n/a
KP4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
MFV M01	Service Backlog (water and sanitation)	Managing municipal resources and ensuring financial sustainability	To ensure legally sound financial viability and management	Timeous financial reporting and management	86	Percentage of MIG Expenditure by 30/06/2027	100% of MIG expenditure by 30/06/2027	Improve municipal financial and administrative capability	Sound Financial Management	MIG expenditure	Water, Sanitation & Technical Services	MIG	MIG	n/a	n/a
MFV M02	high indigent rate,				87	Percentage of annual allocation to free basic services spent	100% of annual allocation to free basic services spent			free basic services	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a

						by 30/06/2027	by 30/06/2027							
MFV M03	Systems and procedures				88	Percentage of operating budget spent by 30/06/2027	100% of operating budget spent by 30/06/2027		operating budget	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MFV M04	Systems and procedures				89	Percentage of capital budget spent by 30/06/2026	100% of capital budget spent by 30/06/2026		capital budget	Budget & Treasury Office	CAPEX	Municipal budget	n/a	n/a
MFV M05	Revenue collection				90	Percentage of repairs and maintenance spent by 30/06/2027	100% of repairs and maintenance spent by 30/06/2027		repairs and maintenance	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MFV M06					91	Ratio on financial viability in terms of debt coverage by 30/06/2027	1:03		debt coverage	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MFV M07					92	Ratio on financial viability in terms of cost coverage by 30/06/2027	1:02		cost coverage	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a

MF VM 08					93	Ratio on financial viability in terms of outstanding service debtors to revenue by 30/06/2026	1:01			outstanding service debtors	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 09	Rural based municipalities do not have income to improve service				94	Date of approval of 2027/2027 budget by 31/05/202	Date of Approval of 2027/2027 budget by 31/05/2027			budget	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 10	Revenue collection				95	Number of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding			Budget Funding Plan	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a

						Plan by 30 June 2024	Plan by 30 June 2024								
MF VM 11	Legal compliance				96	Date of submission of credible Annual Financial Statements to the Auditor-General by 31/08/2024	Date of Submission of credible Annual Financial Statements to the Auditor-General by 31/08/2024			Annual Financial Statements	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 12	Systems and procedures			Ensure legislative compliance	97	Number of Asset Register developed by 30/06/2027	1 Asset Register developed by 30/06/2027			Asset Register	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 13	Systems and procedures				98	Date of adoption of Finance related policies by Council by 31/05/2027	Date of Adoption of Finance related policies by Council by 31/05/2027			Finance related policies	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a

MF VM 14	Legal compliance			Monitor the compliance with relevant legislation regarding financial expenditure	99	Percentage of reduction of Unauthorized, Irregular, Fruitless and Wasteful Expenditure by 30/06/2027	10% reduction of unauthorized, irregular, fruitless and wasteful expenditure by 30/06/2027			unauthorized, irregular, fruitless and wasteful expenditure	All Departments	OPEX	Municipal budget	n/a	n/a
MF VM 15	Legal compliance				100	Number of Unauthorized, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2027	4 Unauthorized, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2027			unauthorized, irregular, fruitless and wasteful expenditure	All Departments	OPEX	Municipal budget	n/a	n/a
MF VM 16	Systems and procedures		To improve audit opinion	Implement an audit action plan	101	Percentage of audit queries raised by the Auditor-General addressed	100% of audit queries raised by the Auditor-General addressed			audit queries	All Departments	OPEX	Municipal budget	n/a	n/a

						by 30/06/2027	by 30/06/2027								
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION															
GGP P01	IGR not functioning as it is supposed to	Provision systems and mechanism for accountability and public participation in municipal development affairs.	To ensure good and effective governance	Participating in the IGR Structures	102	% of functional IGR Structures by 30/06/2027	100% of functional IGR Structures by 30/06/2027	Coordination of DDM Clusters	N/A	IGR Structures	Office of the MM	OPEX	Municipal budget	n/a	n/a

GGP P02	High level of unemployment		To promote the interest of designated groups	Enhance Stakeholder Relation and Public Participation	103	Number of Reports on Mayoral Activities (Special Programmes ,Youth,Public Participation ,Operation Sukuma Sakhe) submitted to Council by 30/06/2026	Four (4) Reports on Mayoral Activities (Special Programmes ,Youth,Public Participation ,Operation Sukuma Sakhe) submitted to Council by 30/06/2027			Special Programmes	Office of the MM	OPEX	Municipal budget	n/a	n/a
KPA 6: CROSS CUTTING ISSUES															
CCIO 1	Alignment with provincial and national economic development	Safer and healthier environment within the district	Efficient & Credible Strategic & Spatial Municipal Planning	Revision of a Credible Integrated Development Plan	104	Date of review and adoption of credible integrated development planning by Council by 31/05/2027	Date of Review and adoption of credible integrated development planning by Council by 31/05/2027	N/A	N/A	integrated development planning	Office of the MM	OPEX	Municipal budget	n/a	n/a

CCIO 2			To ensure the implementation of Spatial Development Framework	Improved Spatial Development Framework	105	Date of review and adoption of district Spatial Development framework by Council by 30/06/2027	Date of Review and adoption of district Spatial Development framework by Council 30/06/2027			Spatial Development framework	Community Services	OPEX	Municipal budget	n/a	n/a
CCIO 3	Lack of human capacity to assist with environmental issues		To ensure sustainable protection and development of the environment	Development and implementation of environmental management Plan	106	Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2027	Date of Review and adoption of Environmental Management Plan provided by Council by 30/06/2027			Environmental Management Plan	Community Services	OPEX	Municipal budget	n/a	n/a
CCIO 4	Disasters due to climate change		To create a safety and responsive environment to	Attending and responding to disasters and incidents with	107	Date of Submission of Disaster Management Annual Report on Disaster incidents in	Date of Submission of Disaster Management Annual Report on Disaster incidents in			Disaster Management Annual Report	Community Services	OPEX	Municipal budget	n/a	n/a

			the community	a district		the prior year submitted to Council by 30 June 2027	the prior year submitted to Council by 30 June 2027								
CCIO 5					108	Number Of Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2027	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2027			Awareness Campaigns	Community Services	OPEX	Municipal budget	n/a	n/a
CCIO 6	Systems and procedures		To ensure proper communication with the public	Monitor the functioning and efficiency of the Municipal Call Centre	109	Date of Review of the Call Centre Charter submitted to Council by 30/06/2027	Date of Review of the UTDM Call Centre Charter submitted to Council by 30/06/2027			UTDM Call Centre Charter	Community Services	OPEX	Municipal budget	n/a	n/a

SECTION E:

STRATEGIC MAPPING

5 STRATEGIC MAPPING

It is vital to indicate that the maps below might not be legible in this section due to size, but those maps can be viewed in the 2026/2027 SDF.

5.1.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses, and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The maps below show the environmental sensitive areas.

The Environmental Sensitive areas

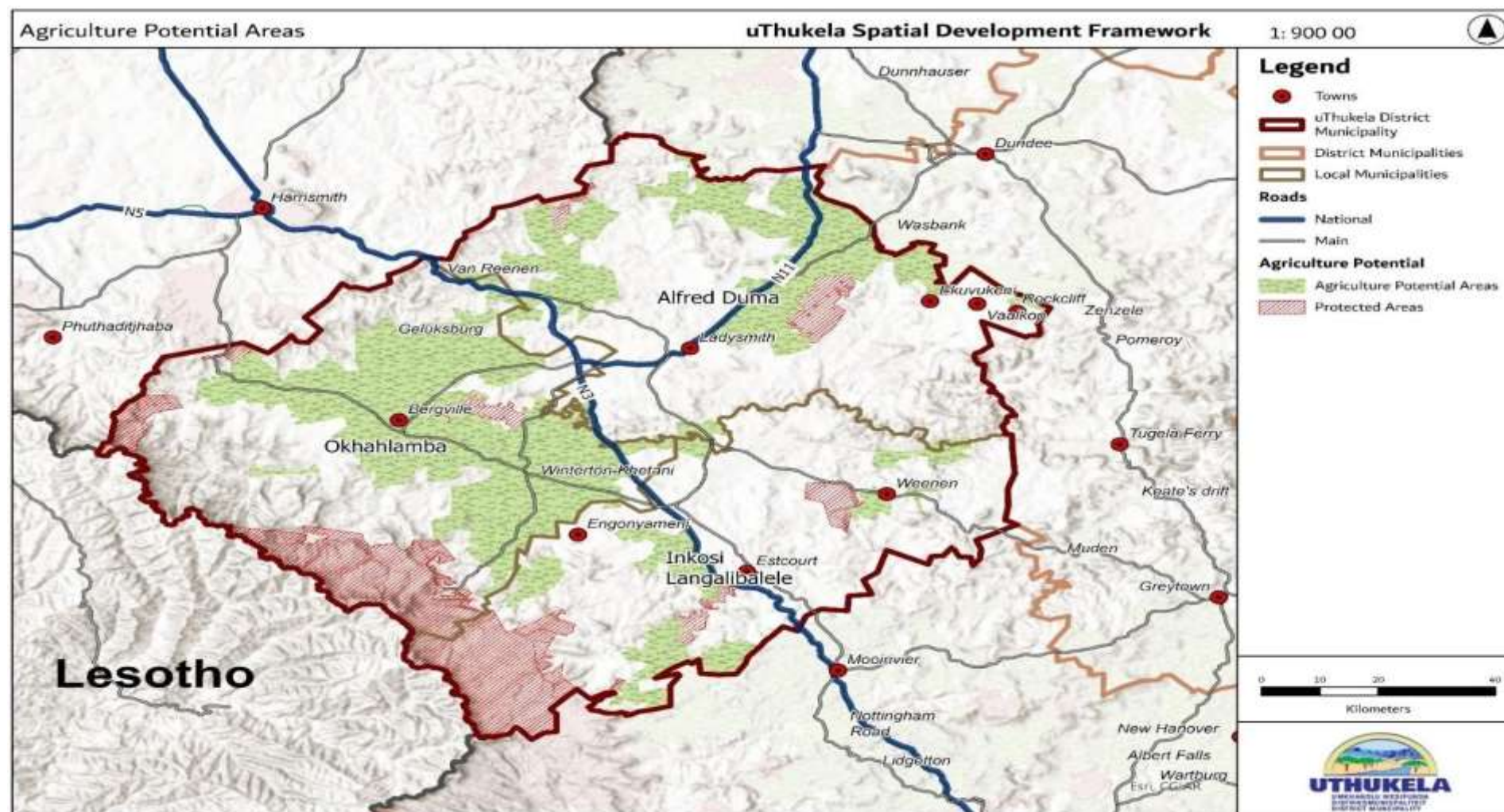


(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.2 AGRICULTURAL POTENTIAL

The new growth path seeks to place the economy on a production-led trajectory by developing an agricultural value chain, with a focus on expanding farm-output, employment, and increasing the Agri-processing sector. The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. A competitive sector could be further developed to exploit economic opportunities presented by its location along the major transport routes and abundant water from the Thukela River (Thukela-Vaal Scheme). The R74 connects Bergville and Winterton to the N3 and N6 roads in the Free State. This presents Okhahlamba with agro processing opportunities that will be supported by road freight infrastructure to major South African cities, i.e. the Durban Harbour in the south and Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people, the sector contributed 7% to total GVA and employment within the municipality in 2011. The map below displays the agricultural potential.

AGRICULTURAL POTENTIAL



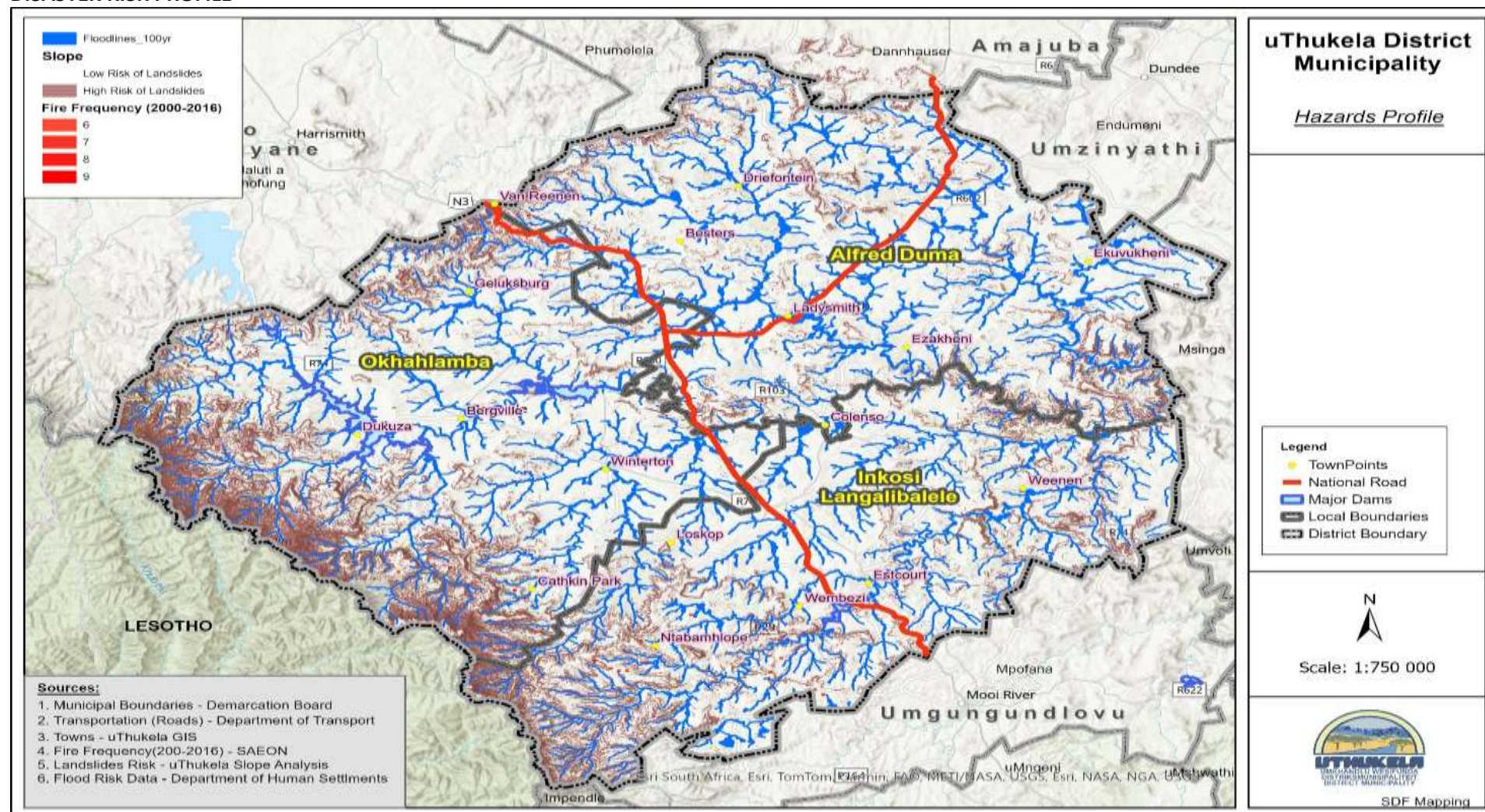
(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.3 DISASTER RISK PROFILE

The risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years.

It was possible to compile appropriate GIS profile maps Using the detail disaster hazard, vulnerability, and risk assessments of UDM. These GIS-profile maps summarise the disaster hazard, vulnerability, and risk analysis of UDM. Hence, these profile maps indicate the risk profile of the UDM area of jurisdiction. Below is the disaster hazards profile map of uThukela district municipality and its family of municipalities.

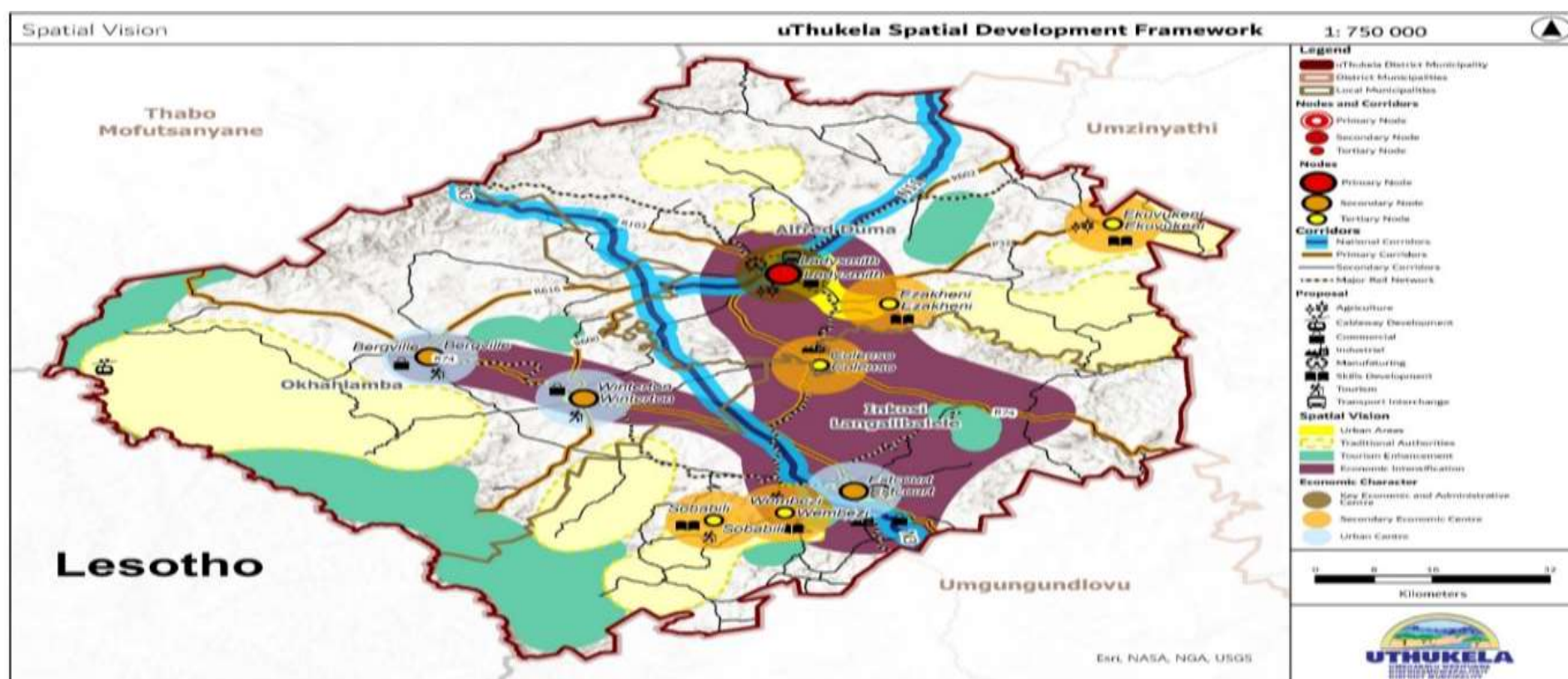
DISASTER RISK PROFILE



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.4 DESIRED SPATIAL FORM

It must be noted that the below attached map replicates the uThukela district municipality desired spatial form that is aligned to the municipality's Key Challenges, the long-term vision, mission, Goals as well as strategic objectives. The map below shows the **desired spatial form of uThukela district municipality and its family of municipalities:**



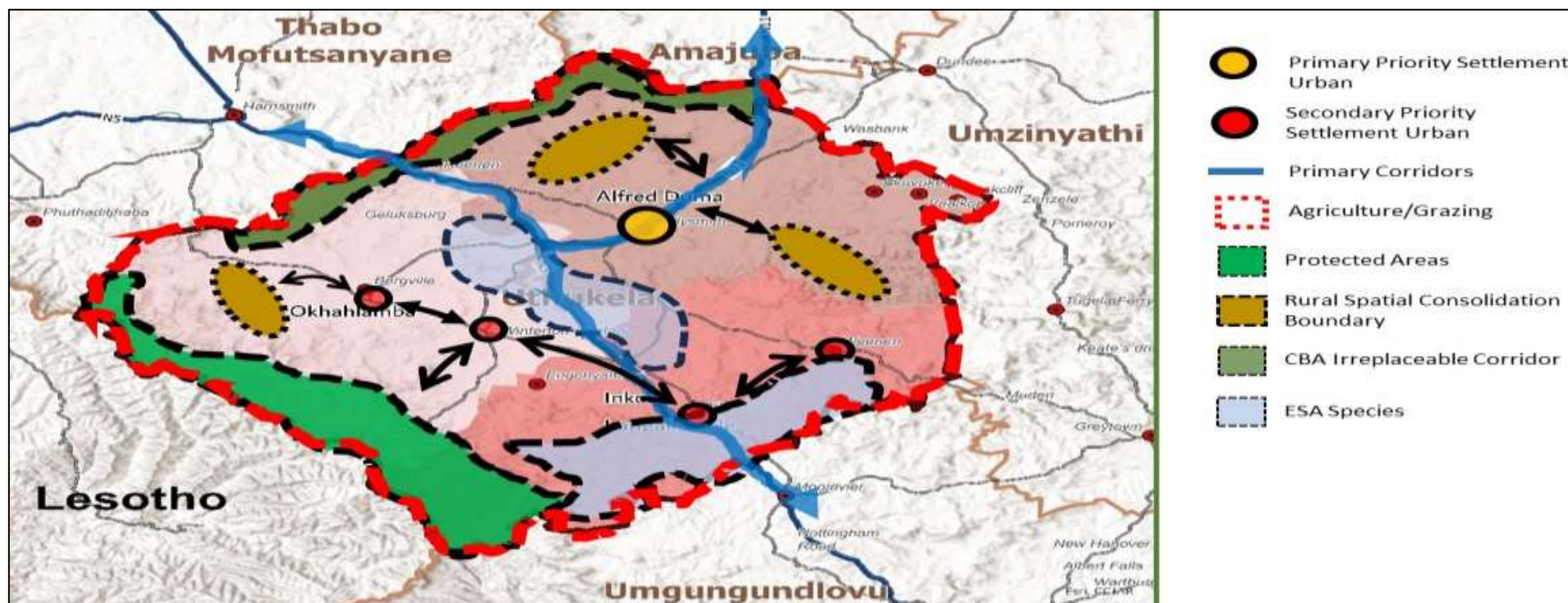
(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.5 DESIRED SPATIAL FORM AND LAND USE

5.1.5.1 AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE

Development should be discouraged within the UDP WHS since this will compromise the landscape character. Expansion of developments towards UDP Foothills will also be unfavourable. Most of the main towns/ nodes are surrounded by agricultural land. Expansion of nodes to high potential agricultural land would be undesirable. The map below shows areas where development intensity should decrease.

AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE

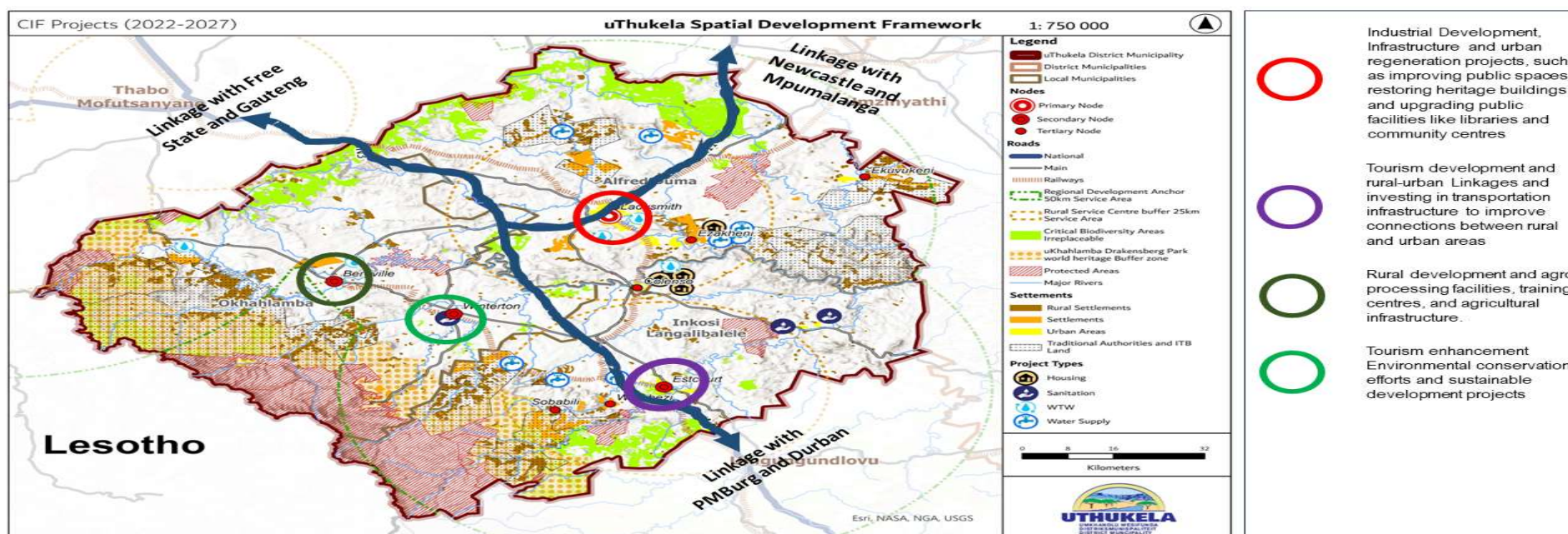


(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.5.2 AREAS WHERE DEVELOPMENT SHOULD INCREASE

The proposal is to facilitate an expansion of the node to its nearest urban settlement area (i.e., former black township). This creates opportunities for infill and interface development on the one hand, and it dismantles the historical segregation motives. This is proposed for Ladysmith and Ezakheni as well as Estcourt and Wembezi. The proposal is to facilitate the densification of the existing nodes prior to outward expansion. This is because these areas are still too low in terms of density and urban sprawl may emanate if expansion was to take place at a sizeable now. The map below displays the areas where development intensity should increase.

AREAS WHERE DEVELOPMENT INTENSITY SHOULD INCREASE



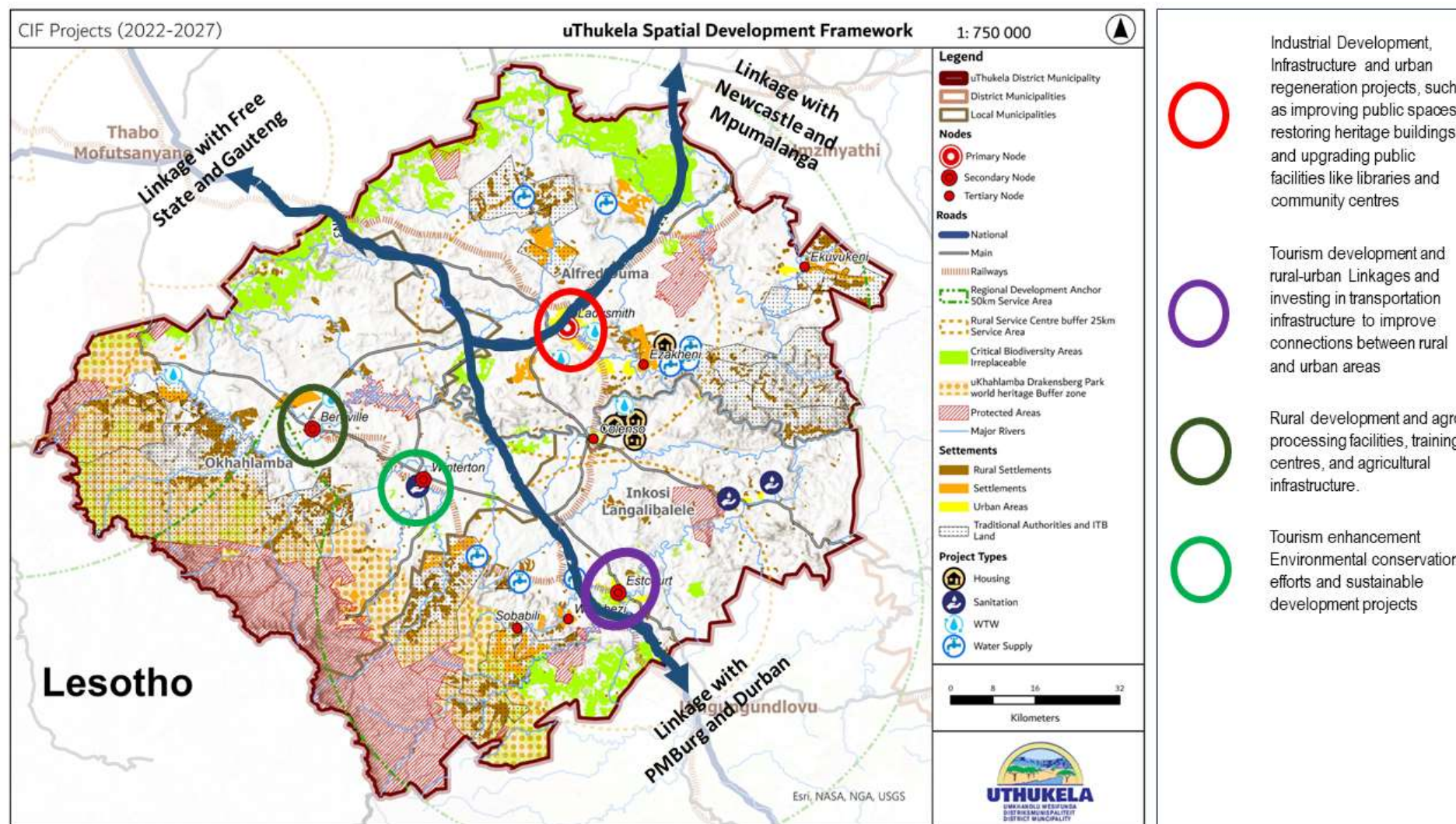
(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.6 SPATIAL RECONSTRUCTION OF THE MUNICIPALITY

The objective of the spatial strategy is to guide spatial growth for uThukela in relation to the physical space. The following are major issues identified:

- The development of nodes and corridors: The nodal hierarchy is interlinked with a hierarchy of corridors and reinforces the function of nodes. Primary, secondary, and tertiary corridors have been identified, and these would be focused upon to develop the spatial structure.
- The promotion of small towns and centres: This should be coupled with a well-functioning passenger transport system for the integration of settlement hierarchies. The system will create balanced settlements and lead to improvement in service delivery to outlying rural areas.
- Sound land use management practices: The hierarchical development framework should direct development and support land use management systems that mitigate conflicting uses and urban sprawl, and the map below displays the spatial reconstruction of uThukela district municipality.

The map below shows the spatial reconstruction of the uThukela district municipality.



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.7 LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

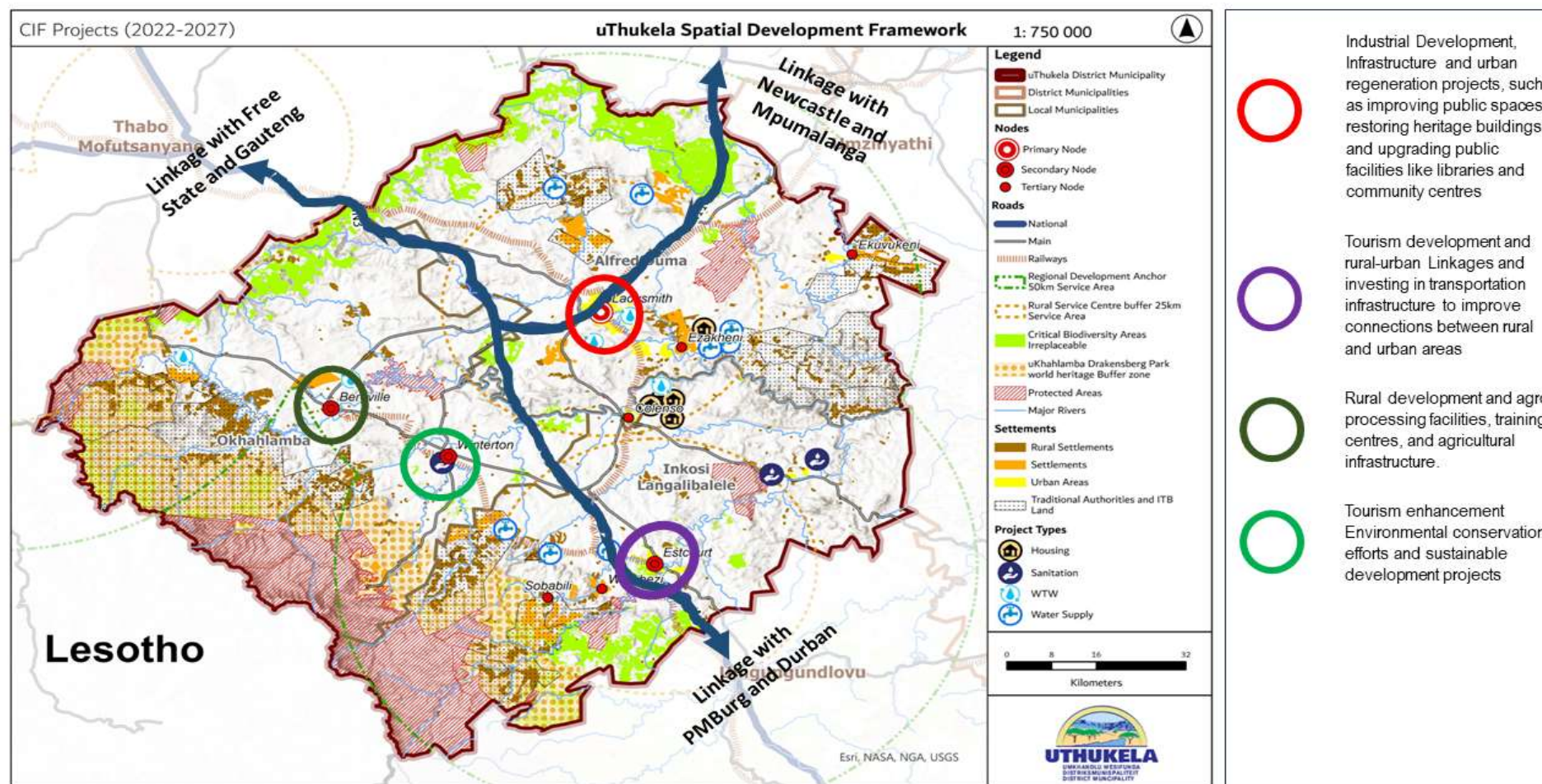
5.1.7.1 PROPOSED INDUSTRIAL DEVELOPMENT

The existing and established industries within uThukela are mainly found in Alfred Duma and Inkosi Langalibalele Local Municipalities. Ladysmith is the Primary Industrial Hub with three main industrial areas which are Danskraal, Nambithi and Ezakheni. Estcourt is a Primary Agri-processing Hub.

uThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

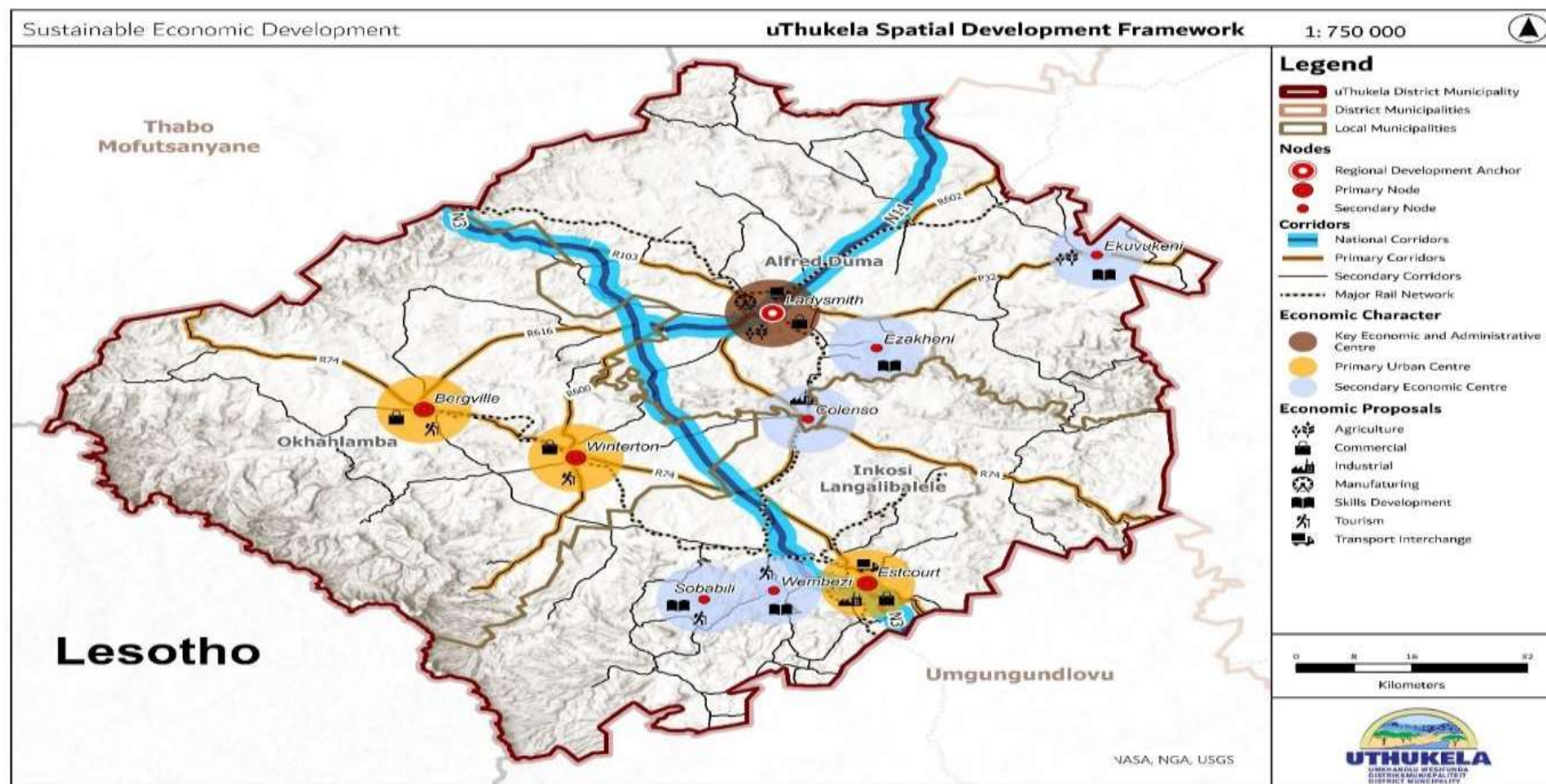
- Ladysmith and Estcourt – Existing Industrial Hubs.
- Bergville – Primary industrial area for maize mill and agro-processing.
- Weenen – Agricultural produce packaging and processing.
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

The map below replicates the areas for industrial future investment within uThukela district.



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

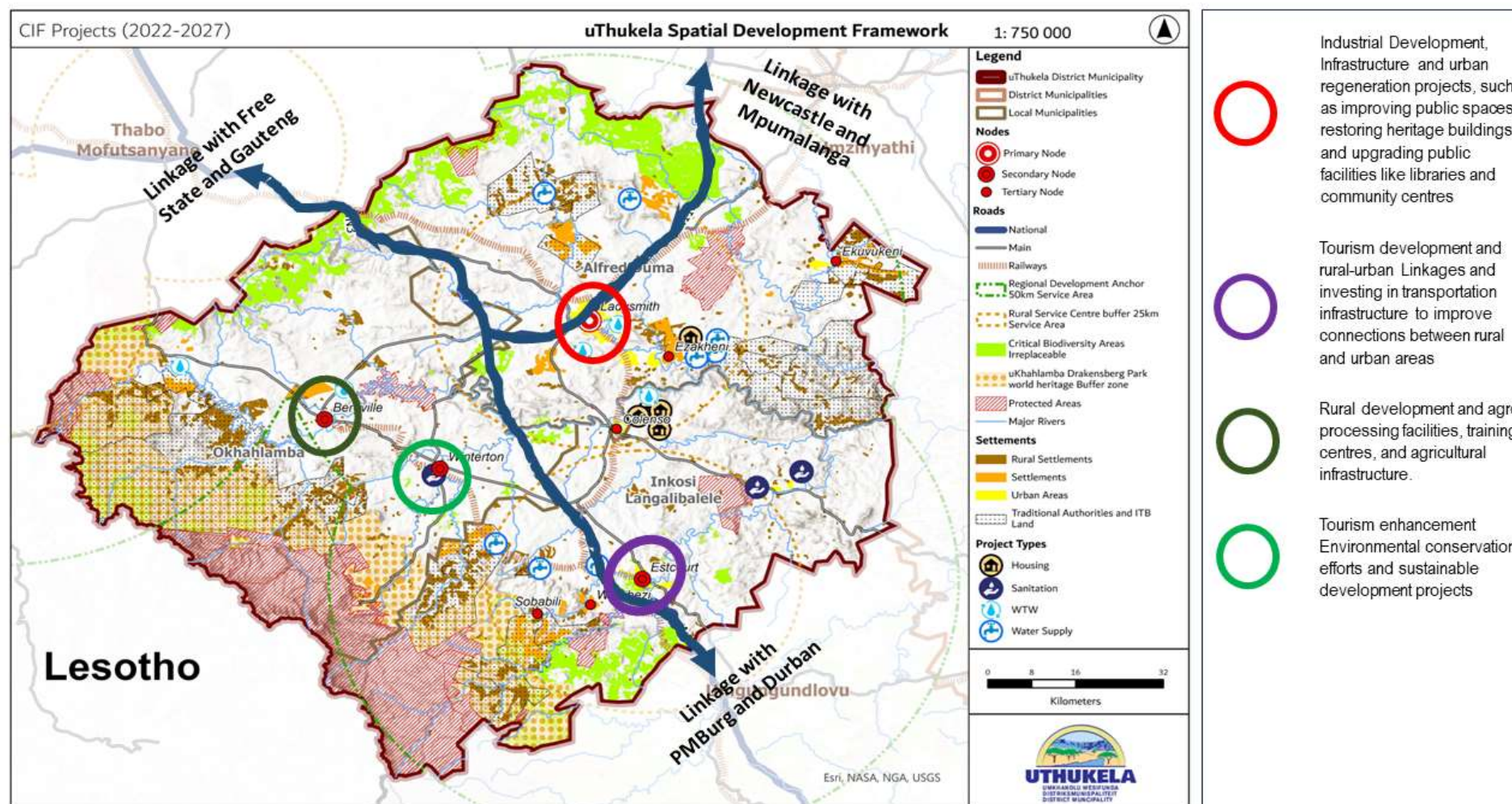
AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.8 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

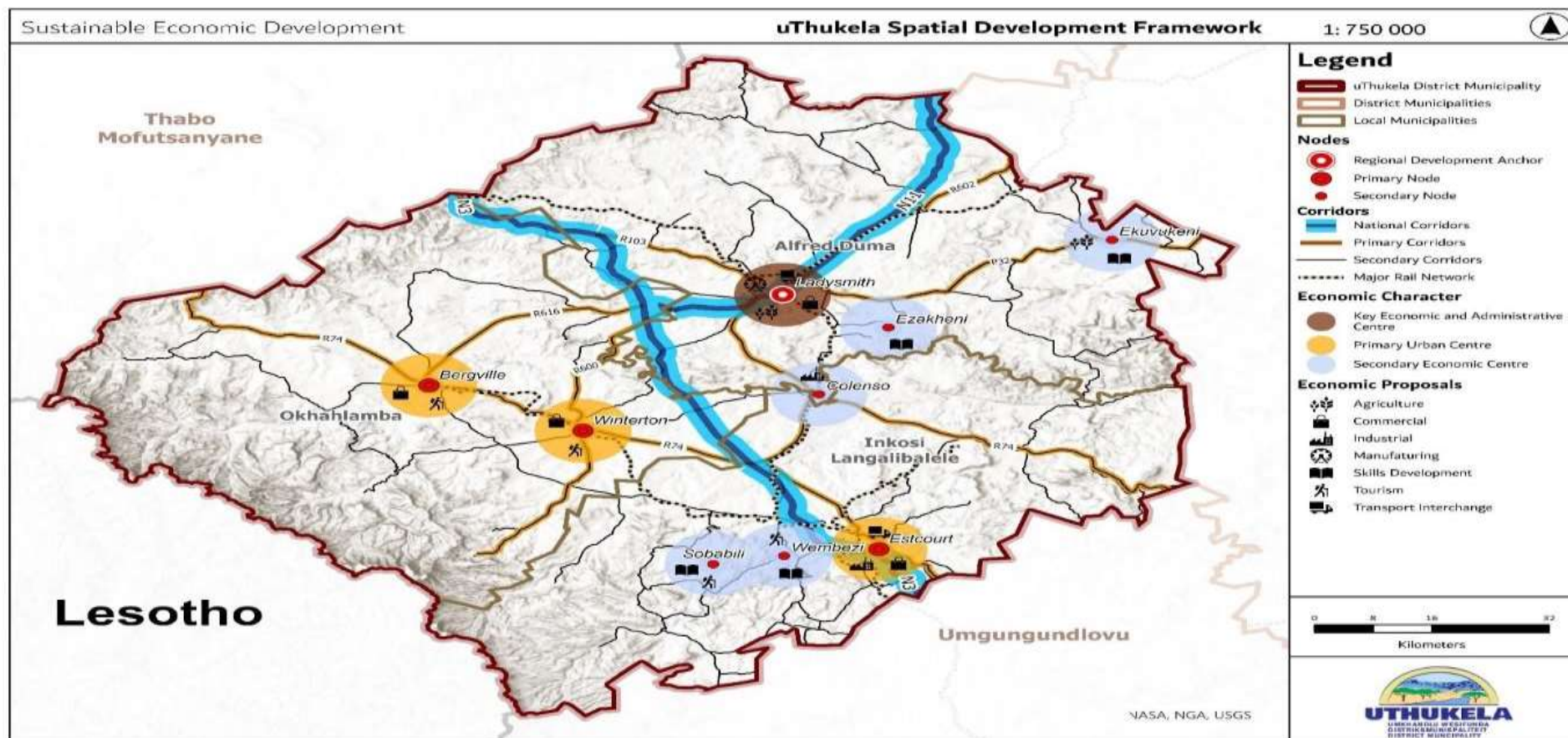
uThukela District is one of the cross-border municipalities within the province. It shares borders the Kingdom of Lesotho, Free-State Province and three districts within KwaZulu-Natal Province (Amajuba, Umzinyathi and Umgungundlovu District Municipalities). The uThukela district municipality SDF gives a thorough analysis on issues of alignment between uThukela and the neighboring areas (country and province) as well as the districts municipalities within KwaZulu-Natal province. The map below portrays the spatial alignment with neighboring municipalities.



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

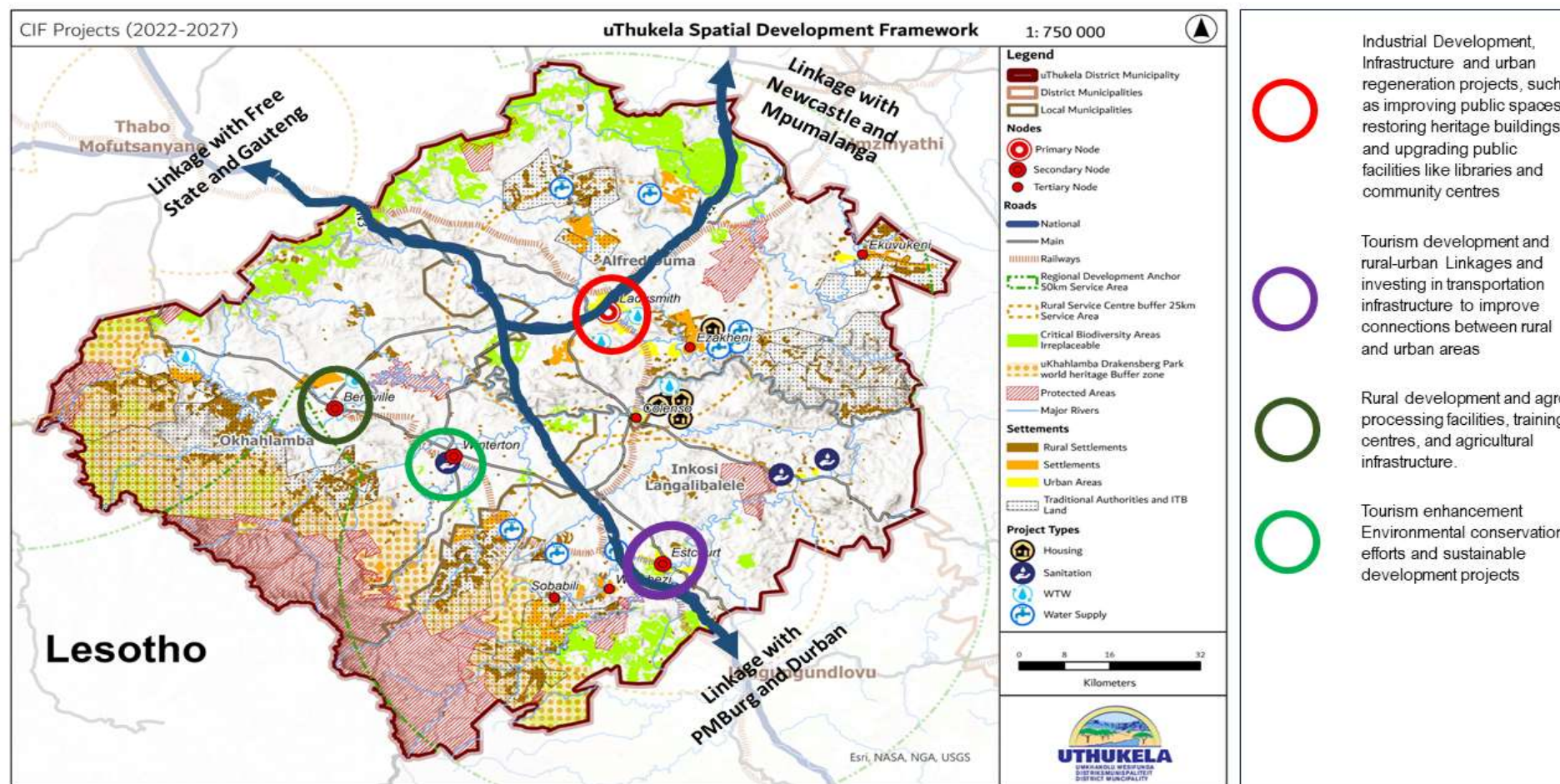
5.1.9 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

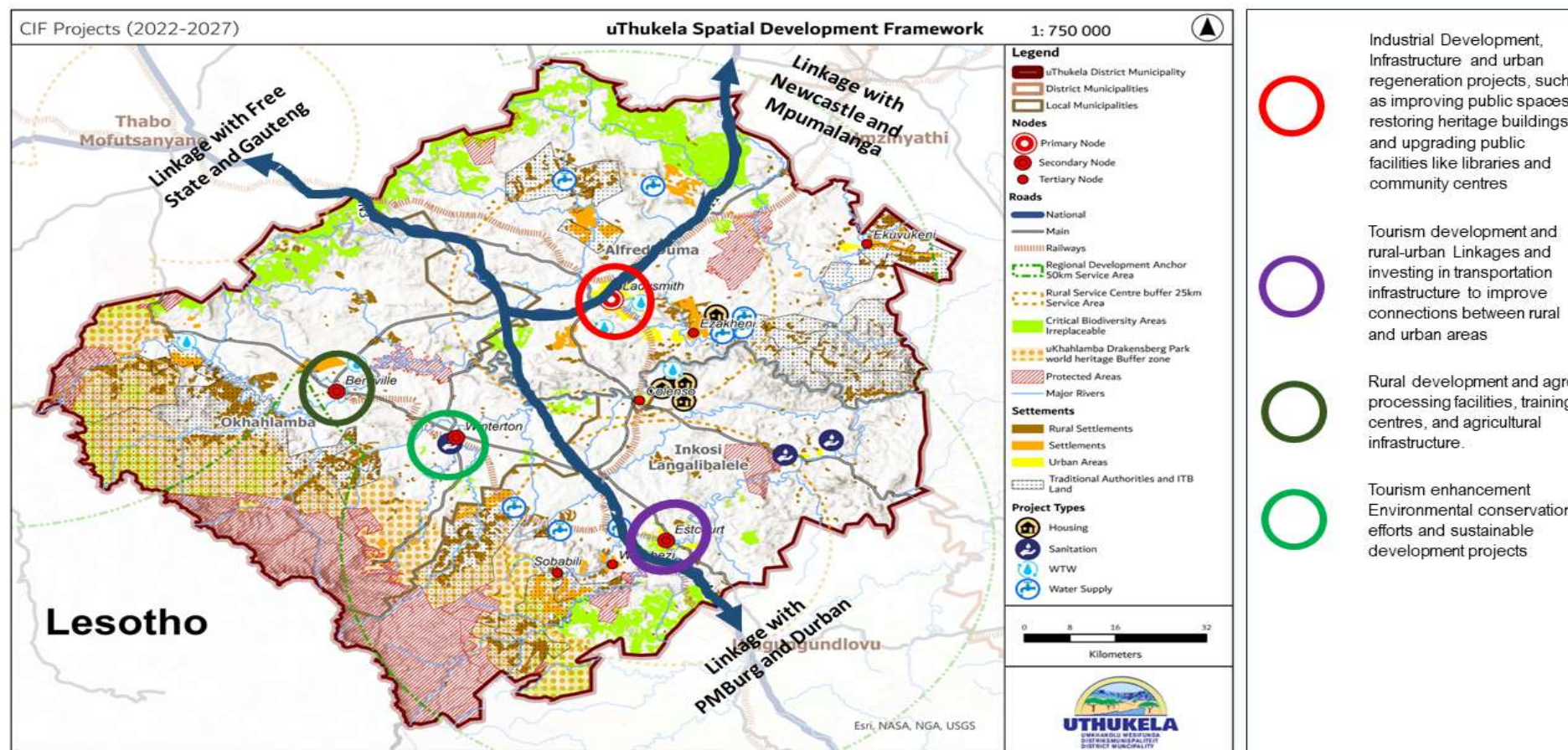
FUTURE AREAS FOR INFRASTRUCTURE INVESTMENTS



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.10 STRATEGIC INTERVENTION

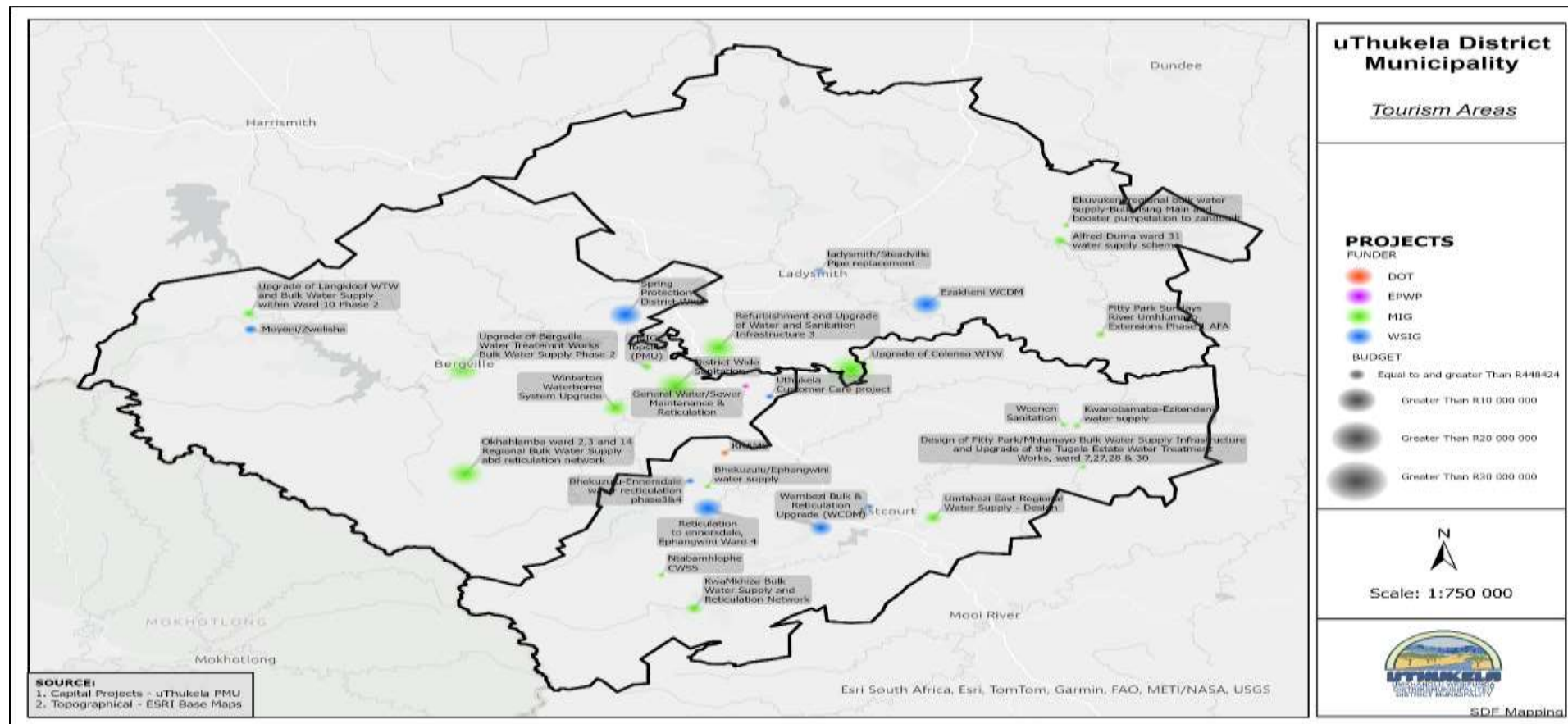
AREAS FOR INDUSTRIAL FUTURE INVESTMENT



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.11 AREAS WHERE PRIORITY SPENDING IS REQUIRED

AREAS FOR INFRASTRUCTURE INVESTMENT



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

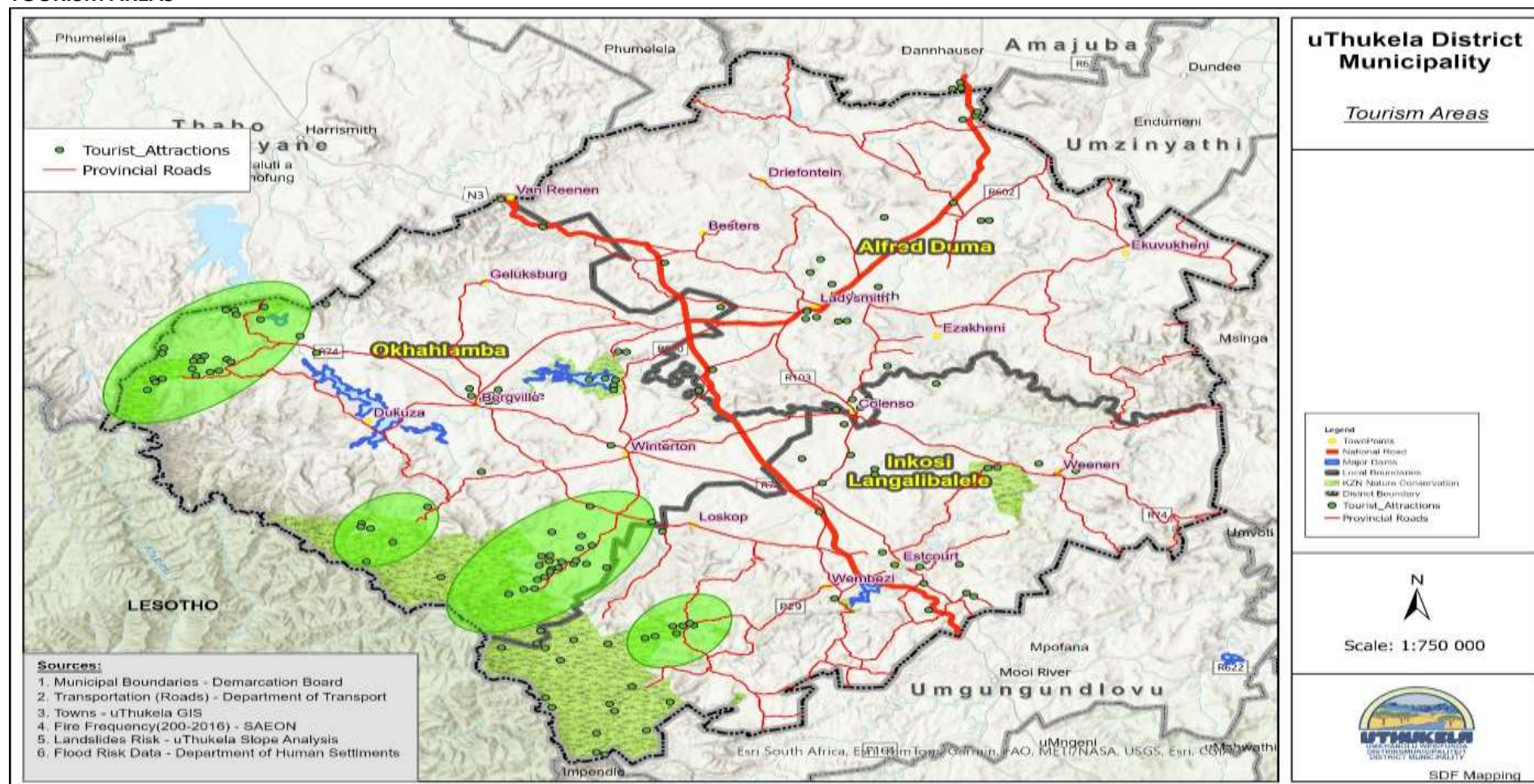
5.1.12 TOURISM

The uThukela District Municipality is in the world heritage site (The Majestic Drakensberg Mountains) and the renowned battle sites offer an out of Africa experience these qualities have created a district that is a tourism magnet in South Africa. In line with Provincial Guidelines tourism routes have been identified along the Drakensberg linking areas such as Cathkin Park, Bergville, Winterton and the Northern Berg. The route has been expanded recently to include linkages to tourism nodes within the Drakensberg range. The tourism sector comprises three main parts: The berg experience with hotels, chalets and camp sites located from Mount Aux Sources in the north through to Giants Castle in the south.

The second major part includes historical tourism involving the battlefields routes through the eastern part of the district. The third part involves game reserves and the wildlife experience in the lower lying bushveld (as opposed to berg) areas of the district in proclaimed and private conservancies. This includes an expanding area devoted to game farming and professional hunting adventure tourism is closely linked to the berg and the bush experience. uThukela has the potential to become the number one destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience.

Secondary tourism corridors are identified to each tourism node in line with provincial draft policy identifying a trekking route along the World Heritage Site. These routes lead from a primary corridor route running between the town of Estcourt and the Oliviershoek Pass. Tertiary corridors are identified to lead into the more rural areas adjacent to the Drakensberg World Heritage Site connecting to primary and secondary tourism routes. The map below demonstrates the tourism areas in uThukela district.

TOURISM AREAS



(SOURCE: UTHUKELA DISTRICT SPATIAL DEVELOPMENT FRAMEWORK, 2026)

5.1.13 IMPLEMENTATION PLAN FOR 2026/2027

											FINANCIAL YEAR ENDED: 30 JUNE 2027		
IDP / SDBI P NO.	Objective	Strategy	Indicator No.	Key Performance Indicator	KPI Measurement	Ward No.					Responsible Department	Budget	Portfolio of Evidence
							Year 2	Year 3 (2026/2027)	Year 4	Year 5			
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													
MTI D01	To ensure a functional Performance Management System	Implementation of PMS Policy & Framework	1	Date of Adoption of Performance Management System by Council by 30/06/2027	Date	N/A	Date of Adoption of Performance Management System by Council by 30/06/2026	Date of Adoption of Performance Management System by Council by 30/06/2027	Date of Adoption of Performance Management System by Council by 30/06/2028	Date of Adoption of Performance Management System by Council by 30/06/2029	Office of the MM	OPEX	Council resolution, PMS Policy, Framework and Standard Operating Procedures
MTI D02			2	Four (4) Departmental quarterly performance reports submitted by departments to the Office	Number	N/A	Number of Departmental quarterly performance reports submitted by departments to the Office	Four (4) Departmental quarterly performance reports submitted by departments to the Office of the	Number of Departmental quarterly performance reports submitted by departments to the Office	Number of Departmental quarterly performance reports submitted by departments to the Office	All Departments	OPEX	Populated Scorecards, POE File & Acknowledgement letters

				of the Municipal Manager within 10 days after the end of each quarter.			of the Municipal Manager within 10 days after the end of each quarter.	Municipal Manager within 10 days after the end of each quarter.	of the Municipal Manager within 10 days after the end of each quarter.	of the Municipal Manager within 10 days after the end of each quarter.			
MTI D03			3	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2027	Date	N/A	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2026	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2027	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2028	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2029	Office of the MM	OPEX	Proof of submissio n and Mid- Year Performan ce Report
MTI D04			4	Date of Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2026	Date	N/A	Date of Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2025	Date of Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2026	Date of Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2027	Date of Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2028	Office of the MM	OPEX	Proof of submissio n and copy of the Annual Performan ce Report
MTI D05			5	Date of Tabling of Annual Report to	Date	N/A	Date of Tabling of Annual Report to Council by 31/03/2026	Date of Tabling of Annual Report to Council by 31/03/2027	Date of Tabling of Annual Report to Council by 31/03/2028	Date of Tabling of Annual Report to	Office of the MM	OPEX	Council resolution, Copy of the

				Council by 31/03/2027						Council by 31/03/2029			Annual Report
MTI D06			6	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 31/03/2027	Number	N/A	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 31/03/2026	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 31/03/2027	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 31/03/2028	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 31/03/2029	Office of the MM	OPEX	Signed Assessment Reports, Attendance Registers
MTI D07	To ensure functional risk and compliance management	Review and adopt risk and compliance governance	7	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2027	Number	N/A	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2026	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2027	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2028	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2029	Office of the MM	OPEX	Council resolution and Policies
MTI D08		Ensure functionality of	8	Four (4) Risk Committee meetings held by 30/06/2027	Number	N/A	Four (4) Risk Committee meetings held by 30/06/2026	Four (4) Risk Committee meetings held by 30/06/2027	Four (4) Risk Committee meetings held by 30/06/2028	Four (4) Risk Committee meetings held by 30/06/2029	Office of the MM	OPEX	Notice, Agenda, Attendance Register, Minutes

MTI D09	To Improve organisational Capacity	Review of organisational structure	9	Date of Review and adoption of organizational structure by Council by 31/05/2027	Date	N/A	Date of Review and adoption of organizational structure by Council by 31/05/2026	Date of Review and adoption of organizational structure by Council by 31/05/2027	Date of Review and adoption of organizational structure by Council by 31/05/2028	Date of Review and adoption of organizational structure by Council by 31/05/2029	Corporate Services	OPEX	Council Resolution , Organizational structure
MTI D10		Ensure implementation of Employment equity plan	10	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2027	Number	N/A	Six (6) people from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 31/12/2025	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2027	Six (6) people from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 31/12/2027	Six(6) people from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 31/12/2028	Corporate Services	OPEX	Employment Equity Plan and appointment letters
MTI D11		Implementation of Workplace Skills Plan	11	Hundred (100%) of budget spent in the implementation of Workplace	Percentage	N/A	Hundred (100%) of budget spent in the implementation of Workplace	Hundred (100%) of budget spent in the implementation of Workplace	Hundred (100%) of budget spent in the implementation of Workplace	Hundred (100%) of budget spent in the implementation of Workplace	Corporate Services	OPEX	Financial System Print Out

				Skills Plan by 30/06/2027			Skills Plan by 30/06/2026	Skills Plan by 30/06/2027	Skills Plan by 30/06/2026	Skills Plan by 30/06/2026			
MTI D12			12	4 Training reports submitted to Council by 30/06/2027	Number	N/A	4 Training reports submitted to Council by 30/06/2026	4 Training reports submitted to Council by 30/06/2027	4 Training reports submitted to Council by 30/06/2028	4 Training reports submitted to Council by 30/06/2029	Corporate Services	OPEX	Signed Training Report, Council Resolution
MTI D13	To ensure an effective and efficient HR systems that addresses Human	Review and adoption of HR related policies	13	Date of Review and adoption of HR related policies by Council by 30/06/2027	Date	N/A	Date of Review and adoption of HR related policies by Council by 30/06/2026	Date of Review and adoption of HR related policies by Council by 30/06/2027	Date of Review and adoption of HR related policies by Council by 30/06/2028	Date of Review and adoption of HR related policies by Council by 30/06/2029	Corporate Services	OPEX	HR related policies & Council Resolution
MTI D14	To improve Information and Communication	Development and review of ICT	14	Ten (10) ICT Policy reviewed by Council by 30/06/2027	Number	N/A	Ten (10) ICT Policy reviewed by Council by 30/06/2026	Ten (10) ICT Policy reviewed by Council by 30/06/2027	Ten (10) ICT Policy reviewed by Council by 30/06/2028	Ten (10) ICT Policy reviewed by Council by 30/06/2029	Corporate Services	OPEX	Council Resolution , ICT Policies
MTI D15	Ensure an effective and functional Fleet Services	Conducting Comprehensive	15	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2027	Number	N/A	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2026	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2027	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2028	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2029	Corporate Services	OPEX	Signed Comprehensive Fleet Report, Council Resolution

MTI D16	To ensure effective and efficient internal and external communication	Review and implementation of	16	Date of Review and adoption of communication strategy by Council by 30/06/2027	Date	N/A	Date of Review and adoption of communication strategy by Council by 30/06/2026	Date of Review and adoption of communication strategy by Council by 30/06/2027	Date of Review and adoption of communication strategy by Council by 30/06/2028	Date of Review and adoption of communication strategy by Council by 30/06/2029	Office of the MM	OPEX	Communication Strategy & Council Resolution
MTI D17	Improve communications with external	Development of Municipal	17	Four (4) Municipal newsletters published by 30/06/2027	Number	N/A	Four (4) Municipal newsletters published by 30/06/2026	Four (4) Municipal newsletters published by 30/06/2027	Four (4) Municipal newsletters published by 30/06/2028	Four (4) Municipal newsletters published by 30/06/2029	Office of the MM		Municipal newsletters, Proof of Publication
MTI D18	To report & monitor Service Delivery	Submission of quarterly reports to	18	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2027	Number	N/A	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2026	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2027	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2028	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2029	Office of the MM	OPEX	Circular 88 reports, Proof of submission
MTI D19	To improve the municipal Audit opinion	Effective Audit and Performance Committee	19	4 Audit and Performance Committee meetings held by 30/06/2027	Number	N/A	4 Audit and Performance Committee meetings held by 30/06/2026	4 Audit and Performance Committee meetings held by 30/06/2027	4 Audit and Performance Committee meetings held by 30/06/2028	4 Audit and Performance Committee meetings held by 30/06/2029	Office of the MM	R 372,85 8.34	Minutes with attendance registers
MTI D20			20	Hundred (100%) of Audit and Performance Committee	Percentage	N/A	Hundred (100%) of Audit and Performance Committee	Hundred (100%) of Audit and Performance Committee Resolutions	Hundred (100%) of Audit and Performance Committee	Hundred (100%) of Audit and Performance Committee	Office of the MM	OPEX	Resolutions Audit Log Status Report as

				Resolutions presented to Council Actioned and Resolved by Management by 30/06/2027			Resolutions presented to Council Actioned and Resolved by Management by 30/06/2026	presented to Council Actioned and Resolved by Management by 30/06/2027	Resolutions presented to Council Actioned and Resolved by Management by 30/06/2028	Resolutions presented to Council Actioned and Resolved by Management by 30/06/2029			per the approved MPAC Workplan
MTI D21			21	4 MPAC meetings convened by 30/06/2027	Number	N/A	4 MPAC meetings convened by 30/06/2026	4 MPAC meetings convened by 30/06/2027	4 MPAC meetings convened by 30/06/2028	4 MPAC meetings convened by 30/06/2029	Office of the MM	OPEX	Minutes with attendance registers
MTI D22		Oversight meetings held	22	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2027	Percentage	N/A	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2026	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2027	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2028	Hundred (100%) of Deliverables Achieved by the MPAC as per the Approved Plan by 30/06/2029	Office of the MM	OPEX	Approved Work Plan by Council, MPAC Status Workplan Report
KPA2: BASIC SERVICE DELIVERY													
BSD 01	To provide infrastructure and sustainable basic	Provide community water supply	23	Commission of Fitty Park Community water project Phase 2 by 30/09/2026	Number	3,4, 14	Commission of Fitty Park Community water project Phase 2 by 30/09/2025	Commission of Fitty Park Community water project Phase 2 by 30/09/2026	Commission of Fitty Park Community water project Phase 2 by 30/09/2027	Commission of Fitty Park Community water project Phase 2 by 30/09/2028	Water, Sanitation & Technical Services	R 15,000 ,000	Signed Engineers Report, Beneficiary listing and Happy letters

BSD 02			24	Appointment of Contractor at Fitty Park Water Supply: Water Reticulation Phase 2 by 31/12/2026	Date	6	Appointment of Contractor at Fitty Park Community Water Supply: Water Reticulation Phase 2 by 31/12/2025	Appointment of Contractor at Fitty Park Community Water Supply: Water Reticulation Phase 2 by 31/12/2026	Appointment of Contractor at Fitty Park Community Water Supply: Water Reticulation Phase 2 by 31/12/2027	Appointment of Contractor at Fitty Park Community Water Supply: Water Reticulation Phase 2 by 31/12/2028	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 03			25	Number of VIP toilets constructed by 30/06/2027	Kilometres	6	1570 VIP toilets constructed by 30/06/2026	1570 VIP toilets constructed by 30/06/2027	1570 VIP toilets constructed by 30/06/2028	1570 VIP toilets constructed by 30/06/2029	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 04			26	Number of Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 3 by 30/09/2025	Number	5	26.4 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 3 by 30/09/2024	26.4 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 3 by 30/09/2025	26.4 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 3 by 30/09/2026	26.4 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 3 by 30/09/2027	Water, Sanitation & Technical Services	R 7,000,000.00	Signed Engineers Report

BSD 05			27	Number of Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 4 by 31/12/2025	Number	5	20.0 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 4 by 31/12/2024	20.0 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 4 by 31/12/2025	20.0 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 4 by 31/12/2026	20.0 Kilometres of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) Vimbukhalo Groundwater programme 4 by 31/12/2027	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 06			28	Kilometres of sewer pipeline constructed at Ezakheni E Sanitation by 30/09/2024	Number	7,28,30 & 31	0,085 of sewer pipeline constructed at Ezakheni E by 30/09/2025	0,085 of sewer pipeline constructed at Ezakheni E by 30/09/2026	0,085 of sewer pipeline constructed at Ezakheni E by 30/09/2027	0,085 of sewer pipeline constructed at Ezakheni E by 30/09/2028	Water, Sanitation & Technical Services	R 20,850,000	Signed Engineers Report
BSD 07			29	Completion of designs at Kwanobamba Ezitendeni CBD sewer network by 30/09/2026	Number	7,28,30 & 31	Completion of designs at Kwanobamba Ezitendeni CBD sewer network by 30/09/2025	Completion of designs at Kwanobamba Ezitendeni CBD sewer network by 30/09/2026	Completion of designs at Kwanobamba Ezitendeni CBD sewer network by 30/09/2027	Completion of designs at Kwanobamba Ezitendeni CBD sewer network by 30/09/2026	Water, Sanitation & Technical Services		Signed Engineers Report

BSD 08			30	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2027	Number	Dist rict - wide	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2026	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2027	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2028	Site establishment at Kwanobamba Ezitendeni CBD sewer network by 31/03/2029	Water, Sanitation & Technical Services	R 20 042 687,81	Signed Engineers Report, Beneficiary listing and Happy letters
BSD 09			31	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2026	Number	2, 3, 14	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2025	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2026	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2027	Date of appointment of Contractor at Loskop Abstraction WTW by 31/12/2028	Water, Sanitation & Technical Services	R 20,500 ,000	Signed Engineers Report
BSD 10	To provide sanitation system to the community	Provision and maintenance of sanitation infrastructure	32	Kilometres of bulk pipeline constructed at Loskop Abstraction WTW by 30/06/2027	Number	9, 20 & 21	0,076 KMs of bulk pipeline to be constructed at Loskop Abstraction WTW by 30/06/2026	0,076 KMs of bulk pipeline to be constructed at Loskop Abstraction WTW by 30/06/2027	0,076 KMs of bulk pipeline to be constructed at Loskop Abstraction WTW by 30/06/2028	0,076 KMs of bulk pipeline to be constructed at Loskop Abstraction WTW by 30/06/2029	Water, Sanitation & Technical Services	R 15,000 ,000	Signed Engineers Report
BSD 11	To provide infrastructure and sustainable basic	Provide community with water supply	33	Number of pipelines constructed at Amangwe Phase 9B1 by 30/06/2027	Number	9, 20 & 21	(2.14) KMs of pipeline constructed at Amangwe Phase 9B1 by 30/06/2026	(2.14) KMs of pipeline constructed at Amangwe Phase 9B1 by 30/06/2027	(2.14) KMs of pipeline constructed at Amangwe Phase 9B1 by 30/06/2028	(2.14) KMs of pipeline constructed at Amangwe Phase 9B1 by 30/06/2029	Water, Sanitation & Technical Services		Signed Engineers Report

BSD 12			34	Number of pipelines constructed at Amangwe Phase 9B2 by 30/06/2027	Number	21, 22	1.7 KMs of pipeline constructed at Amangwe Phase 9B2 by 30/06/2026	1.7 KMs of pipeline constructed at Amangwe Phase 9B2 by 30/06/2027	1.7 KMs of pipeline constructed at Amangwe Phase 9B2 by 30/06/2028	1.7 KMs of pipeline constructed at Amangwe Phase 9B2 by 30/06/2029	Water, Sanitation & Technical Services	R 18,000 ,000	Signed Engineers Report
BSD 13			35	Number of handpumps to be equipped at Ekuvukeni Groundwater by 30/09/2025	Number	21, 22	5 handpumps to be at equipped Ekuvukeni Groundwater by 30/09/2025	5 handpumps to be at equipped Ekuvukeni Groundwater by 30/09/2026	5 handpumps to be at equipped Ekuvukeni Groundwater by 30/09/2027	5 handpumps to be at equipped Ekuvukeni Groundwater by 30/09/2028	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 14			36	Number of production boreholes equipped at Ekuvukeni Groundwater by 30/09/2026	Number	20,2 1	2 production boreholes equipped at Ekuvukeni Groundwater by 30/09/2025	2 production boreholes equipped at Ekuvukeni Groundwater by 30/09/2026	2 production boreholes equipped at Ekuvukeni Groundwater by 30/09/2027	2 production boreholes equipped at Ekuvukeni Groundwater by 30/09/2028	Water, Sanitation & Technical Services	R 20,500 ,000	Signed Engineers Report
BSD 15			37	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction	Number	20,2 1	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction	Date of appointment of Contractor at Kwanobamba Ezitendeni: Abstraction	Water, Sanitation & Technical Services		Signed Engineers Report

				Tower by 31/03/2027			Tower by 31/03/2026	Tower by 31/03/2027	Tower by 31/03/2027	Tower by 31/03/2027			
BSD 16			38	Number of abstraction tower at Kwanobamba Ezitendeni by 30/06/2027	Date	21	(1) of abstraction tower to be constructed at Kwanobamba Ezitendeni by 30/06/2027	(1) of abstraction tower to be constructed at Kwanobamba Ezitendeni by 30/06/2027	(1) of abstraction tower to be constructed at Kwanobamba Ezitendeni by 30/06/2028	(1) of abstraction tower to be constructed at Kwanobamba Ezitendeni by 30/06/2029	Water, Sanitation & Technical Services	R 17,000 ,000	Signed Engineers Report
BSD 17			39	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2026	Date	20,2 1	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2025	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2026	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2027	Appointment of Contractor at Ekuvukeni Groundwater WCDM -ward 33 by 30/09/2028	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 18			40	Number of kilometres pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2027	Date	20,2 1	3 KM's pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2026	3 KM's pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2027	3 KM's pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2028	3 KM's pipeline at Ekuvukeni Groundwater WCDM -ward 33 by 30/06/2029	Water, Sanitation & Technical Services	R 15,000 ,000	Signed Engineers Report

BSD 19			41	Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2027	Date	3	(14) Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2026	(14) Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2027	(14) Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2028	(14) Recommissioning of water schemes at Water and Sanitation Infrastructure repairs and refurbishment (O&M) by 30/06/2029	Water, Sanitation & Technical Services		Signed Engineers Report
BSD 20			69	50% Design development of Umtshezi East Regional bulk by 30/06/2027	Number	Various	50% Design development of Umtshezi East Regional bulk by 30/06/2026	50% Design development of Umtshezi East Regional bulk by 30/06/2027	50% Design development of Umtshezi East Regional bulk by 30/06/2028	50% Design development of Umtshezi East Regional bulk by 30/06/2029	Water, Sanitation & Technical Services	OPEX	Signed Report
BSD 21			70	Number of water treatment plants monitored by 30/06/2027	Number	Various	15 water treatment plants monitored by 30/06/2026	15 water treatment plants monitored by 30/06/2027	15 water treatment plants monitored by 30/06/2028	15 water treatment plants monitored by 30/06/2029	Water, Sanitation & Technical Services	OPEX	Signed Report
BSD 22	To ensure safe and healthy potable	Implement an effective water and		Number of wastewater treatment works monitored by 30/06/2027			9 wastewater treatment works monitored by 30/06/2026	9 wastewater treatment works monitored by 30/06/2027	9 wastewater treatment works monitored by 30/06/2028	9 wastewater treatment works monitored by 30/06/2029	Water, Sanitation & Technical Services	OPEX	Signed Report

	e water												
BSD 23	To enhance consumer protection with sufficient food control	Monitor compliance of food selling outlets	84		Number	Various	1080 food handling premises inspected by 30/06/2026	1118 food handling premises inspected by 30/06/2027	1118 food handling premises inspected by 30/06/2028	1118 food handling premises inspected by 30/06/2029	Community Services	OPEX	Signed reports
KPA 3: LOCAL ECONOMIC DEVELOPMENT													
LED 01	To Increase Job opportunities	Implement Expanded Public Works Programme (EPWP)	71	Number of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2027	Number	District - wide	1176 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2026	1212 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2027	1212 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2028	1212 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2029	Water, Sanitation & Technical Services	R 1,685,000	Signed reports
LED 02			72	Number of EPWP reports submitted to	Number	N/A	12 EPWP reports submitted to	12 EPWP reports submitted to the funder by 30/06/2027	12 EPWP reports submitted to	12 EPWP reports submitted to	Water, Sanitation &		Signed reports

[illegible]

GGP P01	To ensure good and effective governance	Ensure Participation in the IGR Structures	76	Percentage of functional IGR Structures coordinated by 30/06/2027	Percent age	N/A	100% of functional IGR Structures coordinated by 30/06/2026	100% of functional IGR Structures coordinated by 30/06/2027	100% of functional IGR Structures coordinated by 30/06/2028	100% of functional IGR Structures coordinated by 30/06/2029	Office of the MM	OPEX	Schedule, Notice, minutes & attendance registers
GGP P02	To promote the interest of designated groups	Enhance Stakeholder Relation and Public Participation	77	Number of Reports on Mayoral Activities (Special Programmes, Youth, Public Participation, Operation Sukuma Sakhe) submitted to Council by 30/06/2027	Number	N/A	Four (4) of Reports on Mayoral Activities (Special Programmes, Youth, Public Participation, Operation Sukuma Sakhe) submitted to Council by 30/06/2026	Four (4) of Reports on Mayoral Activities (Special Programmes, Youth, Public Participation, Operation Sukuma Sakhe) submitted to Council by 30/06/2027	Four (4) of Reports on Mayoral Activities (Special Programmes, Youth, Public Participation, Operation Sukuma Sakhe) submitted to Council by 30/06/2028	Four (4) of Reports on Mayoral Activities (Special Programmes, Youth, Public Participation, Operation Sukuma Sakhe) submitted to Council by 30/06/2029	Office of the MM	OPEX	Signed Report, Council Resolution
KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
MFV M01	To ensure legally sound financial viability and	Timeous financial reporting and	78	Percentage of MIG Expenditure by 30/06/2027	Percent age of expenditure	N/A	100% of MIG expenditure by 30/06/2026	100% of MIG expenditure by 30/06/2027 L102: L114+L102:L107	100% of MIG expenditure by 30/06/2028	100% of MIG expenditure by 30/06/2029	Water, Sanitation & Technical Services	R 211 791 739,81	Grant expenditure report and proof of payments

MFV M02			79	Percentage of annual allocation to free basic services spent by 30/06/207	Percent age spent	N/A	100% of annual allocation to free basic services spent by 30/06/2026	100% of annual allocation to free basic services spent by 30/06/2027	100% of annual allocation to free basic services spent by 30/06/2028	100% of annual allocation to free basic services spent by 30/06/2029	Budget & Treasury Office	OPEX	Signed reports
MFV M03			80	Percentage of operating budget spent by 30/06/2027	Percent age spent	N/A	100% of operating budget spent by 30/06/2026	100% of operating budget spent by 30/06/2027	100% of operating budget spent by 30/06/2028	100% of operating budget spent by 30/06/2029	Budget & Treasury Office	R 1 192 739 920,00	Signed reports
MFV M04			81	Percentage of capital budget spent by 30/06/2027	Percent age spent	N/A	100% of capital budget spent by 30/06/2026	100% of capital budget spent by 30/06/2027	100% of capital budget spent by 30/06/2028	100% of capital budget spent by 30/06/2029	Budget & Treasury Office	R 289,42 9,000	Signed reports
MFV M05			82	Percentage of repairs and maintenance spent by 30/06/2027	Percent age spent	N/A	100% of repairs and maintenance spent by 30/06/2026	100% of repairs and maintenance spent by 30/06/2027	100% of repairs and maintenance spent by 30/06/2028	100% of repairs and maintenance spent by 30/06/2029	Budget & Treasury Office	R 55,000 ,000	Signed reports
MFV M06			83	Ratio on financial viability in terms of debt	Ratio	N/A	01:03	01:03	01:03	01:03	Budget & Treasury Office	OPEX	Signed reports

				coverage by 30/06/2027									
MFV M07			84	Ratio on financial viability in terms of cost coverage by 30/06/2027	Ratio	N/A	01:02	01:02	01:02	01:02	Budget & Treasury Office	OPEX	Signed reports
MFV M08			85	Ratio on financial viability in terms of outstanding service debtors to revenue by 30/06/2027	Ratio	N/A	01:01	01:01	01:01	01:01	Budget & Treasury Office	OPEX	Signed reports
MFV M09			86	Date of approval of 2026/2027 budget by 31/05/2027	Date	N/A	Approval of 2026/27 budget by 31/05/2026	Approval of 2027/28 budget by 31/05/2027	Date of Approval of 2028/29 budget by 31/05/2028	Date of Approval of 2029/30 budget by 31/05/2029	Budget & Treasury Office	OPEX	Council resolution
MFV M10			87	Number of Progress Reports Submitted to Provincial Treasury on	Number	N/A	Twelve (12) of Progress Reports Submitted to Provincial Treasury on	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation	Twelve (12) of Progress Reports Submitted to Provincial Treasury on	Twelve (12) of Progress Reports Submitted to Provincial Treasury on	Budget & Treasury Office	OPEX	Progress Reports, Proof of Submissio

				Implementati on of the Budget Funding Plan by 30/06/ 2027			Implementati on of the Budget Funding Plan by 30/06/2026	of the Budget Funding Plan by 30/06/2027	Implementati on of the Budget Funding Plan by 30/06/2028	Implementati on of the Budget Funding Plan by 30/06/2029			n to Treasury
MFV M11			88	Date of submission of credible Annual Financial Statements to the Auditor- General by 31/08/2026	Date	N/A	Date of Submission of credible Annual Financial Statements to the Auditor- General by 31/08/2025	Date of Submission of credible Annual Financial Statements to the Auditor- General by 31/08/2026	Date of Submission of credible Annual Financial Statements to the Auditor- General by 31/08/2028	Date of Submission of credible Annual Financial Statements to the Auditor- General by 31/08/2029	Budget & Treasury Office	OPEX	Proof of submissio n and Annual Financial Statement s
MFV M12		Ensure legislative compliance	89	Number of Asset Register developed by 30/06/2027	Number	N/A	1Asset Register developed by 30/06/2026	1Asset Register developed by 30/06/2027	1Asset Register developed by 30/06/2028	1Asset Register developed by 30/06/2029	Budget & Treasury Office	OPEX	Asset Register
MFV M13			90	Date of adoption of Finance related policies by Council by 31/05/2027	Date	N/A	Date of Adoption of Finance related policies by Council 31/05/2026	Date of Adoption of Finance related policies by Council 31/05/2027	Date of Adoption of Finance related policies by Council 31/05/2028	Date of Adoption of Finance related policies by Council 31/05/2029	Budget & Treasury Office	OPEX	Council Resolution

CCIO 1	Efficient & Credible Strategic & Spatial Municipal Planning	Revision of a Credible Integrated Development Plan	94	Date of review and adoption of credible integrated development planning by Council by 31/05/2027	Date	N/A	Date of review and adoption of credible integrated development planning by Council by 31/05/2026	Date of Review and adoption of credible integrated development planning by Council by 31/05/2027	Date of Review and adoption of credible integrated development planning by Council by 31/05/2028	Date of Review and adoption of credible integrated development planning by Council by 31/05/2029	Office of the MM	OPEX	Council resolution and Integrated development plan
CCIO 2	To ensure the implementation of Spatial Development Framework	Improved Spatial Development Framework	95	Date of review and adoption of district Spatial Development framework by Council by 30/06/2027	Date	N/A	Date of review and adoption of district Spatial Development framework by Council by 30/06/2026	Review and adoption of district Spatial Development framework by Council by 30/06/2027	Date of Review and adoption of district Spatial Development framework by Council by 30/06/2028	Date of Review and adoption of district Spatial Development framework by Council by 30/06/2029	Community Services	OPEX	Council resolution and Spatial Development framework
CCIO 3	To ensure sustainable protection and development of the environment	Development and implementation of environmental	96	Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2027	Date	All	Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2026	Review and adoption of Environmental Management Plan by Council by 30/06/2027	Date of Review and adoption of Environmental Management Plan provided by Council by 30/06/2028	Date of Review and adoption of Environmental Management Plan provided by Council by 30/06/2029	Community Services	OPEX	Council Resolution and Environmental Management Plan

CCIO 4	To create a safety and responsive environment to the community	Attending and responding to disasters and incidents with a district	97	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2027	Date	N/A	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2026	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2027	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2028	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2029	Community Services	OPEX	Disaster Management Annual Report, Council Resolution
CCIO 5			98	Number Of Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2027	Number	District - wide	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2026	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2027	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2028	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2029	Community Services	OPEX	Dated Report
CCIO 6	To ensure proper communication with the public	Monitor the functioning and efficient of the	99	Date of Review of the Call Centre Charter submitted to Council by 30/06/2027	Date	N/A	Date of Review of the Call Centre Charter submitted to Council by 30/06/2026	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2027	Date of Review of the UTDM Call Centre Charter submitted to Council by 30/06/2028	Date of Review of the UTDM Call Centre Charter submitted to Council by 30/06/2029	Community Services	OPEX	Call Centre Charter, Council Resolution

5.1.14 UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2025/2026

Projects Name	Local Municipality	Funder	Total Budget 2025/26	Total Budget 2026/27	Total Budget 2027/28	Total Budget 2028/29	Total Budget 2029/30
			R219,159,000	R259,435,000	R101,728,564	R243,888,000.00	R376,000,000.00
Kwanobamaba-Ezitendeni water supply	Inkosi langalibalele	MIG	R17,000,000.00	R75,951,433.53	R21,908,470.93	R0.00	R0.00
Weenen Sanitation	Inkosi langalibalele		R20,500,000.00	R14,692,536.38	R4,192,655.02	R0.00	R0.00
Bhekuzulu/Ephangwini water supply	Inkosi langalibalele		R56,315,763.00	R34,730,004.80	R14,985,117.68	R0.00	R0.00
Water and Sanitation Infrastructure and Rerbishment Project Phase 3	District Wide		R10,300,000.00	R15,016,650.00	R8,938,272.00	R25,000,000.00	R25,000,000.00
Okhahlamba Water Supply Scheme ward 2,3 and 14	Okhahlamba		R20,500,000.00	R9,500,000.00	R29,054,467.26	R15,000,000.00	R15,000,000.00

Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and Upgrade of the Tugela Estate Water Treatment	Alfred Duma		R20,850,000.00	R0.00	R0.00	R55,000,000.00	R55,000,000.00
Water Supply to Ekuvukeni AFA	Alfred Duma		R18,000,000.00	R35,000,000.00	R0.00		
Winterton Sanitation Supply Scheme	Okhahlamba		R0.00	R0.00	R0.00	R20,000,000.00	R20,000,000.00
Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA	Alfred Duma		R1,473,167.20	R0.00	R0.00		
KwaMkhize Bulk Water Supply and Reticulation Network	Inkosi langalibalele		R0.00	R0.00	R0.00	R15,000,000.00	R15,000,000.00
Sanitation Coverage in Alfred Dum, Inkosi Langalibalele and Okhahlamba Municipalities	District Wide		R20,042,687.81	R26,000,000.00	R11,649,581.00		

Upgrade of Bergville Water Treatment Works Bulk Water Supply Phase 2	Okhahlamba		R10,076,098.00	R36,422,625.00	R0.00		
Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2	Okhahlamba		R18,206,891.00	R0.00	R0.00		
Loskop-Bhekuzulu WSS & Emoyeni-Epangweni WSS &Empangeni Future WSS &Etatane 2 Future WSS	Inkosi langalibalele		R0.00	R0.00	R0.00	R15,000,000.00	
Ekuvukeni Sewer Reticulation			R0.00	R0.00	R0.00	R20 000 000,00	
Colenso/ Rosboom Water Supply Scheme	Alfred Duma		R0.00	R0.00	R0.00	R30,000,000.00	R30,000,000.00
Uthukela DM Emergency interventions						R57,888,000.00	R17,000,000.00
MIG Topslice (PMU)	District		R5,894,393.32	R12,121,750.00	R11,000,000.00	R11,000,000.00	R11,000,000.00

Projects Name	Local Municipality	Funder	Total Budget 2025/26	Total Budget 2026/27	Total Budget 2027/28	Total Budget 2028/29	Total Budget 2029/30
			R101,406,928.43	R120,080,716.13	R138,940,579.86	R164,408,358.89	R161,698,369.00
Ladysmith AC pipe replacement	Alfred Duma	WSIG	R15,000,000.00	R33,321,099.45	R10,000,000.00	R29,715,108.49	R10,000,000.00
Steadville WCDM	Alfred Duma		R15,000,000.00	R18,476,847.69	R18,000,000.00	R31,693,250.40	R15,000,000.00
Ezakheni WCDM	Alfred Duma		R7,106,928.43	R0.00	R33,640,747.54		
Hotspot Area- CES Turnkey Project for uThukela District Springs and Boreholes	District Wide		R20,000,000.00	R20,282,768.99	R0.00		
Bergville AC replacement	Okhahlamba		R15,000,000.00	R12,000,000.00	R21,299,832.32		
Construction of Zwelisha/Moyeni WTW and Bulk Infrastructure Upgrade	Okhahlamba		R13,000,000.00	R0.00	R10,000,000.00	R10,000,000.00	
Citi-OS Water Infrastrure and Borehole Management System Implementation			R15,000,000.00	R10,000,000.00	R24,000,000.00		
Wembezi Bulk & Reticulation Upgrade (WCDM)	Inkosi ilangalibalele				R12,000,000.00		
Bhekuzulu/Ephangw ini Reticualtion to ward 1-6 Inkosi Langelibalele Municipality	Inkosi langalibalele		R1,300,000.00				
Reticulation to Ennersdale, Ephangw in i Ward 4	Inkosi langalibalele				R10,000,000.00	R15,000,000.00	R25,000,000.00
Revenue Management : Revenue improvement and enhancement and reduction of NRW	District w ide				R20,000,000.00	R28,000,000.00	
Spring Protection in Alfred Duma Portion 1	Alfred Duma			R26,000,000.00	R24,000,000.00		
Spring Protection in Inkosi Langelibalele Portion 2	Inkosi Langelibalele				R25,000,000.00	R25,000,000.00	
Spring Protection in Okhahlamba Portion 5	Okhahlamba					R25,000,000.00	R25,000,000.00
Estcourt WSS	Inkosi langalibalele						R38,698,369.00
Ezakheni Sewer reticulation WWTW Upgrade	Alfred Duma						R48,000,000.00

5.1.15 UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2026/2027

MUNICIPAL INFRASTRUCTURE GRANT(MIG)

Prov Project Registration Number (as on the registration letter)	Project Title	Project Type (Water, Sanitation)	Total Project Cost	Registered MIG Funds	Projected Expenditure Balance as at 30 JUNE 2026	Total planned expenditure on MIG funds for 2026/2027	Total planned expenditure on MIG for 2027/2028		COMMENTS
						June-27			
DC23 PMU	PMU 2026/27	Other	5 894 393,32	TCB	R2,694,393.32	410 000	7 166 290,28	7 513 770	
2013MIGFDC23213 176	Kwanobamba-Ezitendeni (Weenen) Water Supply Project (AFA)	Water	302 033 644,00	302 033 644,00	R79,936.50		20 372 741,72	R 785 072,00	
2015MIGFDC23231 717	Weenen /Ezitendeni Sanitation AFA	Sanitation	308 008 651,42	308 008 651,42	R13,412,393.63	R 2 230 000,00	24 760 000,00	34 894 195	
2017MIGFDC23260 323	Water Supply to Ekuvukeni AFA	Water	209 630 112,66	209 630 112,66	R11,475,636.62	1 350 000	18 000 000,00	32 102 663	
2022MIGFDC23433 466	Upgrade of Bergville Bulk Water supply: Phase 2	Water	113 183 729,05	113 183 729,05	R21,56,870.00	R 0,00	12 582 673,00	30 000 000	
2021MIGFDC23422 329	The upgrade Langkloof package plant & bulk supply within ward 10 (implementation)	Water	52 206 891,00	52 206 891,00	R5,661,390.29	R 0,00	-	-	

2010MIGFDC23196 318	Bhekuzulu/Ephangweni community water supply scheme AFA	Water	144 609 590.00	144 609 590.00	R21,520,407 .76	R 3 081 900,75	36 982 809,00	35 315 596	
2020MIGFDC23364 480	Sanitation Coverage in Alfred Duma, Inkosi Langalibalele and Okhahlamba Municipalities	Sanitation	202 749 572,14	202 749 572,14	R8,683,680. 97	1 579 561	30 091 083,00	-	
2015MIGFDC23233 245	Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA 328151	Water	97 327 758,70	97 327 758,70	R15,473,577 .77	R 0,00	5 000 000,00		
2025MIGFDC23573 174	Water and sanitation infrastructure repairs and refurbishments(O&M)	Water and Sanitation	R 75 000 000,00	75 000 000,00	R74,000,000 .00	R 7 001 200,25	84 014 403,00	69 847 704	
2020MIGFDC23388 620	Okhahlamba water supply scheme – ward 2, 3, 14'	Water	R 2 155 606 451,66	173 315 081,00	R 20 098 236,57	-	-	40 000 000	

5.1.16 LOCAL MUNICIPALITIES PROJECTS AND PROGRAMMES

The following table presents the capital projects for the family of municipalities. It is imperative to mention that the below projects emanated from the discussions we had with the local municipalities in ensuring the alignment.

5.1.16.1 OKHAHLAMBA LOCAL MUNICIPALITY

Capital Projects for 2025/2026

Descriptions	Annual budget/opening balance	Adjustment Budget
Revenue		
Finance Lease		25,000,000.00
Reserves - Internally Funded Projects		20,587,155.31
MIG	42,689,000.00	44,189,000.00
Disaster Grant	8,858,000.00	8,858,000.00
TOTAL CAPITAL REVENUE	51,547,000.00	98,634,155.31

EXPENDITURE	Annual budget/opening balance	Adjustment Budget
Sikhosana Gravel Road	5,000,000.00	5,000,000.00
Reserve C Creche	5,000,000.00	5,000,000.00
Vulamehlo Gravel Road	5,000,000.00	5,000,000.00
Phola Park Cheche	5,000,000.00	5,000,000.00
Emahlabathini Gravel Road	5,000,000.00	5,000,000.00
Hambrook Access Road		
Sport Complex Upgrade	10,000,000.00	10,000,000.00
Nkoxo Accesss Road	5,600,000.00	5,600,000.00
Mbombothi Gravel Road	2,089,000.00	2,089,000.00
Disaster Grant	8,858,000.00	8,858,000.00
Top Slice		
Sirens - (x5)		
3 Brush Cutters		

Nkosana Gravel Road		
Road Storm	500,000.00	500,000.00
Generator		505,280.00
Finance Server		444,085.27
Nkosana Gravel Road		1,045,118.65
Mcijeni from Makhaza to KwaKhoza Gravel Road		917,468.32
Emafusini Gravel Road		964,295.26
Ethunzini Gravel Road		1,053,912.11
Sibonelo Gravel Road		1,025,003.44
Harrmanse Gravel Road		1,039,111.61
Nsukangihlale Gravel Road		994,677.64
Kolweni Gravel Road		994,892.14
Deepslod		1,469,329.69
KwaMpangele Gravel Road		1,053,912.11
Ediphini/Big Zulu Gravel Road		949,098.38
Bergville Mall stormwater v-drain		498,211.45
Nobadina enkabeni/Ezingulubeni Gravel Road		1,285,481.87
Nothekwane Gravel Road		917,468.32
Fencing of Bergville and Acton Homes cemeteries		1,397,825.00
Ridge Road first and second avenue		974,409.32
Mafu Gravel Road		1,053,912.11
Qhozo Gravel Road		1,091,239.67
Mgobho Gravel Road		917,468.32
Finance Lease		25,000,000.00
Khoza Gravel Road		994,954.63
TOTAL CAPITAL EXPENDITURE	52,047,000.00	98,634,155.31
TOTAL CAP EXP ON DATE RECEIPTS INCLUDING CARRIED OVER	52,047,000.00	98,634,155.31

5.1.16.2 ALFRED DUMA LOCAL MUNICIPALITY

FINAL CAPITAL BUDGET FOR 2025/2026		CAPITAL BUDGET FOR 2025/2026	
NO.	PROJECT DESCRIPTION		
CLUSTER 1 (Roosboom, Colenso & Bluebank)			
	CONSTRUCTION OF MATIWANE ASPHALT ROAD IN WARD 23 (IUDG)	R 6 018 547	
CLUSTER 2 (Ezakhani, St. Chads & Mcitsheni)			
CLUSTER 3 (Jonono & Nkunzi)			
	CONSTRUCTION OF GRAVEL ROAD IN WARD 24 (IUDG)		
	REHABILITATION OF ASPHALT ROAD IN WARD 16 (IUDG)	R 6 168 424	
CLUSTER 4 (Watersmeet, Peacetown & Burford)			
	CONSTRUCTION OF ASPHALT ROAD IN WARD 19 (EMHLWANENI HIGH SCHOOL) (IUDG)	R 6 371 858	
	CONSTRUCTION OF TARRED ROADS IN WARD 15 (IUDG)		
	CONSTRUCTION OF TARRED ROAD IN WARD 17 (IUDG)		
	CONSTRUCTION OF TARRED ROAD IN WARD 18 (IUDG)		
CLUSTER 5 (Driefontein & Kleinfontein)			

CLUSTER 6 (Acaciavale, CBD & Steadville)			
	RESURFACING OF THOMSON ROAD IN WARD 22 (IUDG)	R 4 000 000	
	BEAUTIFICATION OF THE CBD PHASE 1 (IUDG)	R 6 874 210	
	BEAUTIFICATION OF THE CBD PHASE 2 (IUDG)		
	RESURFACING OF RESERVOIR ROAD IN WARD 12 (IUDG)		
	RESURFACING OF EGERTON STREET (IUDG)		
	RESURFACING OF FORBES STREET (IUDG)		
	LARKSPUR ROAD IN WARD 20 (IUDG)		
	RESURFACING OF OLIVER THAMBO STREET IN WARD 21 (IUDG)		
	CONSTRUCTION OF A LANDFILL SITE IN LADYSMITH (IUDG)		
	CONSTRUCTION OF ALFRED DUMA FITNESS CENTRE WARD 13 - PHASE 4B (IUDG)	R 13 073 106	
	CONSTRUCTION OF ALFRED DUMA FITNESS CENTRE WARD 13 - PHASE 4B (SIG)	R 20 000 000	
	CONSTRUCTION OF ASPHALT ROAD IN WARD 20 - ACACIAVILLE (IUDG)	R 6 082 739	
CLUSTER 7 (Umhlumayo)			
	CONSTRUCTION OF TARRED ROAD PHASE 2 IN WARD 35 (IUDG)		
	CONSTRUCTION OF PHASE 2 TARRED ROAD IN WARD 27 (IUDG)		
	CONSTRUCTION OF COMMUNITY HALL IN FITTY PARK WARD 28 (IUDG)		

	CONSTRUCTION OF TARRED ROAD IN WARD 33 (COUNCIL)		R 5 000 000
CLUSTER 8 (Limehill)			
	HIGH MAST LIGHTS IN WARDS 27,28, 29 AND 30 (IUDG)	R 9 535 720	
	INSTALLATION OF HIGH MAST LIGHTS IN EZAKHENI B WARD 3, VAALKOP WARD 32, EKUVUKENI WARD 33 AND MHLUMAYO WARD 37 (IUDG)	R 12 125 000	
	CONSTRUCTION OF TARRED ROAD IN WARD 36 (IUDG)	R 8 549 656	
	CONSTRUCTION OF EKUVUKENI CEMETRY(IUDG)		
	CONSTRUCTION OF GRAVEL ROAD IN WARD 37 (IUDG)		
	CONSTRUCTION OF GRAVEL ROAD (MNANGENI ROAD) IN WARD 30 (IUDG)		
CLUSTER 9 - OTHER			
	FURNITURE AND EQUIPMENT	R 2 135 000	R 1 600 000
	IT HARDWARE		R 2 100 000
	CAPITAL REFURBISHMENT OF TRANSFORMERS (COUNCIL)		R 20 000 000
	MUNICIPAL FLEET		R 16 300 000
	VEHICLE FOR PUBLIC OFFICE BEARERS (COUNCIL)		R 700 000
	SURVEILLANCE CAMERAS		R 1 500 000
	ROBOT CAMERAS/SPEED DETECTION CAMERAS		R 1 500 000
	REHABILITATION OF AGRA SPORTSFIELD		R 570 000
	VOIP TELEPHONE SYSTEM		R 2 500 000
	SKIPS		R 1 000 000

	CBD REGENERATION	R 7 000 000	
	INFORMAL TRADING UPGRADE (LYELL- N11 STREET), FORBES STREET AND ALEXANDRA BUS STOP) - NDPG	R 3 500 000	
	PEDESTRIAN INFRASTRUCTURE (SETTLERS DRIVE) - NDPG	R 1 000 000	
	SERVICING OF THE HELPMKAAR CORRIDOR PHASE 1 - NDPG		
	SERVICING OF THE HELPMKAAR CORRIDOR PHASE 2 - NDPG		
	ELECTRICITY STRENGTHENING		R 1 038 561
	REFURBISHMENT OF MODELKLOOF SWITCH HOUSE (IUDG)		
	UPGRADE OF NEWCASTLE ROAD SWITCH HOUSE (IUDG)		
	PILOT STUDIES TO MOVE METERS FROM PREMISES TO LIGHT POLES (IUDG)		
GRAND TOTAL CAPITAL PROGRAMME		R 112 434 260	R 53 808 561
	COUNCIL FUNDING	R 53 808 561	
	INFRASTRUCTURE URBAN DEVELOPMENT GRANT (IUDG)	R 86 499 260	
	INFRASTRUCTURE SKILLS DEVELOPMENT GRANT (ISDG)	R 100 000	
	NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT (NDPG)	R 4 500 000	
	FINANCE MANAGEMENT GRANT (FMG)	R 100 000	
	SPORTS INFRASTRUCTURE GRANT (SIG)	R 20 000 000	
	ACCREDITATION SUBSIDY	R 300 000	
	OTHER GRANTS	R 935 000	
		R 166 242 821	

5.1.16.3 INKOSI LANGALIBALELE

[illegible]

5.2 SECTOR INVOLVEMENT

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the preparation of the 2026/2027 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 12 December 2025, and the level of participation was satisfactory.

The other approach that was used by the family of uThukela municipalities in preparation for the 2026/2027 financial years was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. On the 30rd of January 2026, uThukela district municipality took part in the IDP stakeholder's engagements and alignment session where sector departments were invited to ensure alignment. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

The following tables present the sector departments with their planned projects and programmes

NATIONAL AND PROVINCIAL TREASURES ALLOCATIONS

LOCAL GOVERNMENT MTEF ALLOCATIONS: 2021/22 - 2024/25			
C DC23 Uthukela	2020/21 R thousands	2021/22 R thousands	2022/23 R thousands
Direct transfers			
Equitable share and related	466 180	504 064	540 872
Fuel levy sharing			
Infrastructure	314 554	396 946	445 083
Municipal infrastructure grant	182 647	199 299	211 483
Urban settlement development grant			
Public transport network grant			
Integrated national electrification programme (municipal) grant			
Neighbourhood development partnership grant (capital grant)			
Rural roads assets management systems grant	2 508	2 647	2 800
Integrated city development grant			
Regional bulk infrastructure grant	39 399	100 000	150 000
Water services infrastructure grant	90 000	95 000	80 800
Municipal disaster recovery grant			
Integrated urban development grant			
Metro informal settlements partnership grant			
Capacity building and other current transfers	5 530	2 000	2 200
Local government financial management grant	1 800	2 000	2 200
Municipal systems improvements grant			
Expanded public works programme integrated grant for municipalities	3 730		
Infrastructure skills development grant			
Municipal emergency housing grant			
Energy efficiency and demand side management grant			
Municipal disaster grant			
Municipal human settlements capacity grant			
Municipal demarcation transition grant			
Subtotal direct transfers	786 264	903 010	988 155
Indirect transfers			
Infrastructure transfers	-	-	-
Regional bulk infrastructure grant			
Integrated national electrification programme (Eskom) grant			
Neighbourhood development partnership grant (technical assistance)			
Rural households infrastructure grant			
Water services infrastructure grant			
Bucket eradication programme grant			
Capacity building and other current transfers	-	-	-
Municipal systems improvements grant			
Subtotal indirect transfers	-	-	-

Total	786 264	903 010	988 155
Transfers from Provincial Departments			
Municipal Allocations from Provincial Departments	1 500	-	-
<i>of which</i>			
Co-operative Governance and Traditional Affairs	1 500	-	-
Ward Based Plan			
Schemes Support Programme			
Spatial Development Framework Support	1 500		
Total: Transfers from Provincial Departments	1 500	-	-
C DC23 Uthukela	2020/21 R thousands	2021/22 Rthousands	2022/23 R thousands
Breakdown of Equitable Share for district municipalities authorised for services			
Water			
KZN235 : Okhahlamba	39 261	42 709	46 298
KZN237 : Inkosi Langalibalele	60 091	66 079	72 412
KZN238 : Alfred Duma	103 241	112 873	122 975
Sanitation			
KZN235 : Okhahlamba	28 971	30 747	32 271
KZN237 : Inkosi Langalibalele	44 342	47 572	50 473
KZN238 : Alfred Duma	76 183	81 260	85 717
Refuse			
KZN235 : Okhahlamba			
KZN237 : Inkosi Langalibalele			
KZN238 : Alfred Duma			
Breakdown of MIG allocations for district municipalities authorised for services			
KZN235 : Okhahlamba	42 881	46 900	49 841
KZN237 : Inkosi Langalibalele	57 862	63 286	67 255
KZN238 : Alfred Duma	76 904	84 112	89 387
Breakdown of WSIG allocations for district municipalities authorised for services			
KZN235 : Okhahlamba	23 000	25 000	21 000
KZN237 : Inkosi Langalibalele	29 000	31 000	28 000
KZN238 : Alfred Duma	38 000	39 000	31 800

5.2.1 DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

ESTIMATION FOR EACH PROJECT IS R 900 000

TRADITIONAL COUNCIL	TYPE	MUNICIPALITY
Mthembu	Rehabilitation	Alfred Duma Local Municipality
Amaswazi	Rehabilitation	Alfred Duma Local Municipality
Mchunu	Rehabilitation	Alfred Duma Local Municipality
Mhlungwini	Rehabilitation	Inkosi Langalibalele Local Municipality

5.2.2 DEPARTMENT OF ENVIRONMENTAL AFFAIRS

PROJECT NAME	PROJECT DESCRIPTION	LOCALITY	FOCUS AREA	BUDGET
Busingatha lodge	This project will include the construction of entrance gate with supporting facilities, the construction of manager's house, the construction of 7 chalets(6 sleeper) and 5 chalets(4 sleeper),the construction of entertainment area with a pool.	Okhahlamba local municipality (Tribal authority)	People and parks	R 15 500,000
KZN Maloti Drakensberg trans frontier Park fencing project	Erection of fencing of the KZN Maloti Drakensberg trans frontier Park	Okhahlamba local municipality		20 000 000

5.2.3 DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT NAME	LOCALITY	RESPONSIBLE MUNICIPALITY	TYPE (Phased Ongoing Periodic)	FUNDER	PROJECTS AND PROGRAMMES				
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Ezakheni C	-28,5205 29,9113	Alfred Duma Municipality	Current	KZN DOHS	R80 000			R60 568	
Ezakheni D Ph2		Alfred Duma Municipality	Current	KZN DOHS				R90 000	
Ezakheni D Ph2		Alfred Duma Municipality	Current	KZN DOHS				R378 000	
Mthandi	29,82649 -28,616322	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000		R2 125 350	

St Chads	29,87603 -28,580884	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000		R977 860	
Thembalihle	29,91648 -29,53621	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000	R300 000	
Thembalihle B		Alfred Duma Municipality	Feasibility	KZN DOHS				R732 000	
Thembalihle UISP		Alfred Duma 10	Feasibility	KZN DOHS				R1 751 521	
Gumtree	29,8996 - 28,624079	Alfred Duma Municipality	Feasibility	KZN DOHS	R1 000 000	R1 000 000		R1 285 532	
Accaciaville Ph1	29,67205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000			R271 000	
Accaciaville Ph2 (20% Flisp	29,66205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000			R500 000	
Roosboom Ph2	29,695	Alfred Duma Municipality	Current	KZN DOHS	R500 000			R423 000	

	-28,64833								
Paapkuilsfontein (5% FLISP)	29,85988 -28,982276	Alfred Duma Municipality	Current	KZN DOHS	R180 000			R1 000 000	
Wembezi A Ph2	29,76858 -29,040865	Inkosi Langalibalele	Current	KZN DOHS	R200 000			R1 000 000	
Wembezi C Ph3	29,76805 - 29,033379	Inkosi Langalibalele	Current	KZN DOHS		R1 000 000	R2 000 000		
Ikhwezi	29,89942 -29,016927	Inkosi Langalibalele	Current	KZN DOHS	R500 000	R1 000 000		R1 047 000	
Acton Homes	29,40937 -28,64028	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000			R689 000	
Limit hill	29,80729 -28,53414	Alfred Duma Municipality	Feasibility	KZN DOHS	R500 000	R1 000 000		R800 000	

Ekuvukeni	29,91646 -28,604139	Alfred Duma Municipality	Feasibility	KZN DOHS				R500 000	
Rensburgdrift (5% FLISP)	29,89135 -28,976337	Inkosi Langalibalele	Feasibility	KZN DOHS		R1 000 000		R500 000	
Nazareth	30,2097 -28,5021	Alfred Duma Municipality	Current	KZN DOHS		R300 000		R500 000	
Vaalkop	30,19539 -28,467515	Alfred Duma Municipality	Current	KZN DOHS	R300 000			R1 327 298. 20	
Cremin	29,95168 -28,442964	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000		R500 000	
Nkomokazini Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R120 000			R3 086 740	
Ephangweni Ph2		Inkosi Langalibalele	Current	KZN DOHS				R341 909	

Nkomokazini Ph2 Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R200 000			R3 086 740	
Bhekabezayo/ Dutch Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000			R6 173 480	
Mafikeni/ Mkhanyoni Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000			R6 173 480	
Thembalihle - A	29,91648 -28,8814	Inkosi Langalibalele	Current	KZN DOHS	R200 000			R300 000	
Ntsukangihlale B Rural Housing Project	29,04582 -28,731079	Inkosi Langalibalele	Current	KZN DOHS	R100 000			R2 315 055	
Wembezi A Ph2		Inkosi Langalibalele	Current	KZN DOHS				R1 000 000	
Mamfemfetheni Rural Housing Project	29,36398 -28,876095	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R4 630 110	

Nogaga - B Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R3 858 425	
Hoffental - A	29,17743 -28,867722	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R2 315 055	
Hoffental - B	29,24693 -28,791313	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R2 315 055	
Mandabeni/ Vala/ Madolobheni Housing Project	29,53621 -28,989156	Inkosi Langalibalele	Current	KZN DOHS	R100 000			R6 173 480	
Mhlwazini - B Rural Housing Project	29,29463 -28,93023	Okhahlamba Municipality	Current	KZN DOHS	R300 000			R368 000	
KwaSmahla - A Rural Housing Project	29,38815 -28,887829	Okhahlamba Municipality	Current	KZN DOHS	R300 000			R2 778 066	
KwaSmahla - B Rural Housing Project	29,36597 -28,928441	Okhahlamba Municipality	Current	KZN DOHS	R1 300 000			R2 778 066	

Masumpa -B Rural Housing Project	29,107 -28,680314	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R599 000	
Sandlwana Rural Housing Project	29,09995 -28,831747	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000			R4 630 110.00	
Besters	29,69717 -28,437977	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000	R400 000	
Nogaga - A Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000	R132 000	
Intshukangihlale - A Rural Housing Project	29,07314 -28,677445	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000	R2 315 055	
Mhlwazini - A Rural Housing Project	29,17446 -28,910357	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000	R368 000	
Masumpa - A Rural Housing Project	29,09181 -28,6606	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000	R599 000	
Ogade Rural Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R100 000			R3 086 740	

Mara farms	TBC	Okhahlamba Municipality						R59 605.91	
Mara Farm Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R60 000			R59 605.91	
Ezakheni D Ph2	28 37' 02.1" S 29 56' 07.2" E	Alfred Duma Municipality	Current	KZN DOHS	R100 000			R90 000	
Ezakheni D (Stimela)		Alfred Duma Municipality	Current	KZN DOHS				R1 088 028.19	
Ekuvukeni	20 27' 57.6" S 30 09' 25.02" E	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000	R500 000	R500 000	
Ezakheni D Ph3	28 36' 47.60" S 29 55' 54.53" E	Alfred Duma Municipality	Current	KZN DOHS		R500 000	R500 000	R378 000	
Dunlop	28 32' 52.8" S 29 48' 41.76" E	Alfred Duma Municipality	Current	KZN DOHS				R500 000	
Indoor sports Complex	28 34' 12.5 S 29 46' 00.8 E	Alfred Duma Municipality	Current	KZN DOHS	R500 000			R500 000	
Okhahlamba UISP		Okhahlamba 11						R2 324 200	

5.2.4 DEPARTMENT OF TRANSPORT

Project Name	Activity	Local Municipality	SPECIFIC LOCATION	Construction Start	Construction End	2025/26 Tabled Budget Allocation	2026/27 Tabled Budget Allocation	2027/28 Tabled Budget Allocation
Bailey Bridge Programme (DC 23)	New Bridge	District wide		As per IRM	As per IRM	R 22 000 000,00	R 0,00	R 0,00
Zibambele Contractors for DC23	Zibambele Contractors	District wide		01 04 2025	31 03 2028	R 29 354 043,76	R 45 395 237,20	R 49 486 664,29
Lease of Van Reenen Repeater Site	Leases	District wide		01 04 2020	02 04 2028	R 74 415,00	R 74 415,00	R 74 415,00
Vukayibambe Routine Road Maintenance (VRRM) for DC23	VRRM Programme	District wide		n/a	n/a	R 22 783 158,80	R 23 010 990,39	R 23 241 100,30
Reseal of P30 (km0,00 to km34,00)	Reseals	KZN235_Okhahlamba	Bergville	18 06 2024	18 06 2026	R 90 736 599,90	R 51 047 913,72	R 2 839 853,11
Rehabilitation of P10-2 (km 0,00 to km 15,50)	Rehab Roads	KZN235_Okhahlamba	Bergville	18 01 2028	16 01 2030	R 0,00	R 0,00	R 10 936 135,81
Rehabilitation of P31 (km22.00 to km26.00)	Rehab Roads	KZN235_Okhahlamba	Ladysmith to Tugela Tollgate	01 02 2028	30 01 2029	R 0,00	R 0,00	R 16 765 227,76
Rehabilitation of P340 (km22.00 to km38.00)	Rehab Roads	KZN235_Okhahlamba	Tugela Vall to Little Switzerland	13 02 2026	21 03 2027	R 0,00	R 2 000 000,00	R 0,00
Rehabilitation of P11 (km10,0 - km33,0)	Rehab Roads	KZN235_Okhahlamba	Frere to Bergville	22 04 2024	17 03 2027	R 0,00	R 500 000,00	R 1 000 000,00
Rehabilitation of P10-2 (km 0,00 to km 15,50) Prof	Rehab Roads	KZN235_Okhahlamba	Bergville	18 01 2026	17 01 2028	R 0,00	R 1 000 000,00	R 1 093 613,58

Rehabilitation of P31 (km22.00 to km26.00) Prof	Rehab Roads	KZN235_Okhahlamba	Ladysmith to Tugela Tollgate	01 04 2025	02 02 2026	R 0,00	R 1 000 000,00	R 1 676 522,78
Rehabilitation of P304 (km 11,00 to km 16,80)	Rehab Roads	KZN235_Okhahlamba	Mazizini	03 02 2025	25 05 2027	R 38 539 706,59	R 59 127 977,83	R 1 377 340,65
Rehabilitation of P394 (km 0,00 to km 24,00)	Rehab Roads	KZN235_Okhahlamba	Emmaus to Didima	01 08 2024	01 11 2026	R 52 650 863,90	R 89 298 034,62	R 118 366 613,85
Upgrade of D1259 (km0 to km3)	Upgrade Roads	KZN235_Okhahlamba	Nkomanzana	08 06 2020	30 11 2022	R 363 926,50	R 0,00	R 0,00
Upgrade of D1259 (km3 to km14,31)	Upgrade Roads	KZN235_Okhahlamba	Makhwelela	02 06 2030	29 05 2033	R 0,00	R 0,00	R 0,00
Construction of D1263 (Okhombe River Bridge No, 3733)	New Vehicular Bridge	KZN235_Okhahlamba	Zwelisha	01 04 2024	04 03 2025	R 292 395,00	R 0,00	R 0,00
Construction of Hoffenthal Nhlabamasoka L2013	New Vehicular Bridge	KZN235_Okhahlamba	Emakhosani	05 04 2029	30 09 2030	R 0,00	R 0,00	R 1 000 000,00
Construction of Sterkspruit River Bridge on D187	New Vehicular Bridge	KZN235_Okhahlamba	Erasmus Dam	01 04 2032	03 10 2033	R 0,00	R 0,00	R 0,00
Construction of 3545 Nkunzi River Bridge on D2404	New Vehicular Bridge	KZN235_Okhahlamba	Nkunzi	15 08 2022	31 01 2023	R 1 000 000,00	R 0,00	R 0,00
New Gravel Road on L1362 - Extention (km 0,00 - km 2,00)	New Gravel Road	KZN235_Okhahlamba	KwaMiya	01 04 2026	01 03 2027	R 0,00	R 3 000 000,00	R 0,00
Betterment and Regravelling for KZN235_Okhahlamba	Betterment and Regravelling	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 15 869 779,20	R 15 793 113,60	R 17 897 300,44
Blacktop Patching and Rut Repair for KZN235_Okhahlamba	Blacktop Patching and Rut Repair	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 8 535 584,34	R 13 630 140,04	R 15 852 175,68

Blading for KZN235_Okhahlamba	Blading	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 7 153 092,28	R 6 507 972,12	R 7 426 912,55
Crack sealing for KZN235_Okhahlamba	Crack Sealing	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 2 018 947,39	R 6 838 055,80	R 8 050 826,15
Routine Maintenance for KZN235_Okhahlamba	Routine Maintenance	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 14 887 906,12	R 10 320 606,98	R 6 387 115,59
Safety Maintenance for KZN235_Okhahlamba	Safety Maintenance	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 5 439 566,09	R 3 578 689,55	R 3 578 689,55
Special Maintenance for KZN235_Okhahlamba	Special Maintenance	KZN235_Okhahlamba		01 04 2025	31 03 2028	R 6 024 275,42	R 2 612 707,03	R 2 257 406,97
Rehabilitation of P1-9 (km8,00 to km17,00) (KPI)	Rehab Roads	KZN237_Inkosi iLangalibalele	Estcourt to Frere	03 02 2028	25 04 2032	R 0,00	R 0,00	R 11 723 602,97
Rehabilitation of P19 (km26.00 to km 38.620)	Rehab Roads	KZN237_Inkosi iLangalibalele	KwaMankonjan e	30 05 2029	23 06 2031	R 0,00	R 0,00	R 500 000,00
Rehabilitation of P1-9 (km8,00 to km17,00) (KPI) Prof	Rehab Roads	KZN237_Inkosi iLangalibalele	Frere	01 11 2024	22 01 2029	R 0,00	R 1 000 000,00	R 1 172 360,30
Upgrade of D1252 (km3,92 to km0)	Upgrade Roads	KZN237_Inkosi iLangalibalele	Maqabaqabeni	13 01 2020	01 04 2021	R 800 000,00	R 0,00	R 0,00
Upgrade of P179 (km5,17 to km9,525)	Upgrade Roads	KZN237_Inkosi iLangalibalele	Wembezi	30 03 2021	31 10 2022	R 1 000 000,00	R 0,00	R 0,00
Upgrade of D489 (km10 to km18,62)	Upgrade Roads	KZN237_Inkosi iLangalibalele	Cornfields	05 02 2028	04 08 2029	R 500 000,00	R 1 000 000,00	R 9 190 012,24
Upgrade of D751 (km0,0 to km2)	Upgrade Roads	KZN237_Inkosi iLangalibalele	Ephangweni	03 06 2027	30 11 2028	R 500 000,00	R 1 000 000,00	R 11 345 909,65
Upgrade of L1135-Draycott Roads (km0 to km9,6)	Upgrade Roads	KZN237_Inkosi iLangalibalele	Bhekuzulu	06 03 2028	04 03 2030	R 500 000,00	R 1 000 000,00	R 9 702 642,65

Upgrade of P379(km0,0 to km13,0)	Upgrade Roads	KZN237_Inkosi iLangalibalele	KwaDlamini	12 02 2029	09 02 2032	R 0,00	R 500 000,00	R 1 000 000,00
Upgrade of D489 (Qabango River Bridge No, 3735)	New Vehicular Bridge	KZN237_Inkosi iLangalibalele	Cornfields	19 10 2020	30 05 2025	R 3 859 028,00	R 451 282,00	R 0,00
Upgrade of D69 (Mathamo River Bridge No, 3528)	New Vehicular Bridge	KZN237_Inkosi iLangalibalele	Wembezi	27 02 2020	30 03 2025	R 290 982,00	R 0,00	R 0,00
Upgrade of D489 (Bloukrans River Bridge No, 2590)	New Vehicular Bridge	KZN237_Inkosi iLangalibalele	Bloukrans	15 07 2026	16 07 2027	R 500 000,00	R 17 518 208,75	R 27 941 134,00
Construction of Skhova Road - L3478 (km 0,00 to km 5.6)	New Gravel Road	KZN237_Inkosi iLangalibalele	Braakfontein	01 02 2026	01 08 2026	R 10 000 000,00	R 2 000 000,00	R 0,00
Construction of L446 EXT Road (km 0,00 - km 4,50)	New Gravel Road	KZN237_Inkosi iLangalibalele	Cecilia	01 04 2026	01 03 2027	R 0,00	R 3 344 217,07	R 0,00
Betterment and Regravelling for KZN237_Inkosi iLangalibalele	Betterment and Regravelling	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 16 350 681,60	R 16 271 692,80	R 18 439 642,88
Blacktop Patching and Rut Repair for KZN237_Inkosi iLangalibalele	Blacktop Patching and Rut Repair	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 4 945 522,77	R 14 025 966,94	R 16 303 992,71
Blading for KZN237_Inkosi iLangalibalele	Blading	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 7 369 852,65	R 6 705 183,40	R 7 651 970,50
Crack sealing for KZN237_Inkosi iLangalibalele	Crack Sealing	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 1 645 925,42	R 3 112 599,60	R 3 669 541,82

Routine Maintenance for KZN237_Inkosi iLangalibalele	Routine Maintenance	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 9 570 796,79	R 6 634 675,92	R 4 106 002,88
Safety Maintenance for KZN237_Inkosi iLangalibalele	Safety Maintenance	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 4 517 137,72	R 2 971 824,09	R 2 971 824,09
Special Maintenance for KZN237_Inkosi iLangalibalele	Special Maintenance	KZN237_Inkosi iLangalibalele		01 04 2025	31 03 2028	R 739 788,00	R 2 930 136,78	R 2 531 669,70
Reseal of P208 (km0 to km16,22)	Reseals	KZN238_Alfred Duma	Peacetown (ePhayikeni)	04 01 2028	02 10 2028	R 1 000 000,00	R 1 000 000,00	R 15 785 857,59
Reseal of D48 (km14,00 to km25,70)	Reseals	KZN238_Alfred Duma	Besters	04 01 2028	01 09 2028	R 1 200 000,00	R 1 000 000,00	R 15 930 030,86
Rehabilitation of P189 (km 0.00 to km6.00) Con	Rehab Roads	KZN238_Alfred Duma	N11 in Ladysmith to Driefontein	20 05 2023	14 12 2024	R 316 982,40	R 0,00	R 0,00
Rehabilitation of P189 (km0 to km6) Prof	Rehab Roads	KZN238_Alfred Duma	N11 Near Ladysmith to Driefontein	03 03 2025	16 02 2027	R 200 000,00	R 0,00	R 0,00
Rehabilitation of P32 (km22.00 to km50.00)	Rehab Roads	KZN238_Alfred Duma	Waaiohoek to Uitval	03 01 2025	04 07 2027	R 64 878 539,09	R 115 741 880,12	R 140 152 461,83
Upgrade of D1290 (km 0,0 to km 4.81) - P361 Vaalkop to Ezihlabathini corridor	Upgrade Roads	KZN238_Alfred Duma	Namakazi and Klipriever	15 01 2024	11 01 2027	R 21 929 067,80	R 54 090 000,00	R 811 350,00
Upgrade of D871 (km 0,0 to km 10,73) - Vaalkop to Ezihlabathini corridor	Upgrade Roads	KZN238_Alfred Duma	Uitval	15 01 2024	11 01 2027	R 18 509 250,00	R 50 699 250,00	R 1 673 550,00
Upgrade of P187 (km14,7 to km19) Culverts & Ancillary Works	Upgrade Roads	KZN238_Alfred Duma	Blue Bank	03 01 2022	31 01 2023	R 1 500 000,00	R 0,00	R 0,00

Upgrade of P361 (km 0,0 to km 2,2) - Vaalkop to Ezihlabathini corridor	Upgrade Roads	KZN238_Alfred Duma	Uitval	15 01 2024	11 01 2027	R 13 259 676,17	R 14 355 000,00	R 418 950,00
Upgrade of L1524 (km2,8 to km6,8)	Upgrade Roads	KZN238_Alfred Duma	Kirkintulloch	03 02 2028	02 08 2029	R 500 000,00	R 1 000 000,00	R 7 349 909,12
Upgrade of P263 (km13 to km38)	Upgrade Roads	KZN238_Alfred Duma	Matiwane	15 02 2029	12 02 2032	R 0,00	R 500 000,00	R 1 000 000,00
Upgrade of P263 (km9 to km13)	Upgrade Roads	KZN238_Alfred Duma	Matiwane	16 01 2027	15 07 2028	R 500 000,00	R 1 000 000,00	R 27 459 838,31
Upgrade of P91 (km0,0 to km14.3) Ekuvukeni to Wasbank Corridor	Upgrade Roads	KZN238_Alfred Duma	KwaMsane to Wasbank	15 04 2028	13 04 2030	R 0,00	R 500 000,00	R 1 500 000,00
Construction of Hlathini Road - L3493 (km 0,00 to km 4)	New Gravel Road	KZN238_Alfred Duma	KwaPhayikeni	01 09 2026	01 08 2027	R 0,00	R 2 000 000,00	R 500 000,00
Construction of Gomola Road L3299 (km 0,00 - km 2)	New Gravel Road	KZN238_Alfred Duma	KwaPhayikeni	12 10 2026	11 09 2027	R 0,00	R 2 000 000,00	R 1 000 000,00
Construction of Okhalweni Road L3492 (km 0,00 - km 3,50)	New Gravel Road	KZN238_Alfred Duma	Klipriever	01 11 2025	01 10 2026	R 10 559 136,39	R 1 000 000,00	R 0,00
Betterment and Regravelling for KZN238_Alfred Duma	Betterment and Regravelling	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 15 869 779,20	R 15 793 113,60	R 17 897 300,44
Blacktop Patching and Rut Repair for KZN238_Alfred Duma	Blacktop Patching and Rut Repair	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 3 420 172,89	R 13 630 140,04	R 15 852 175,68
Blading for KZN238_Alfred Duma	Blading	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 7 153 092,28	R 6 507 972,12	R 7 426 912,55
Crack sealing for KZN238_Alfred Duma	Crack Sealing	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 3 088 778,04	R 1 884 185,09	R 2 218 356,66

Routine Maintenance for KZN238_Alfred Duma	Routine Maintenance	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 10 988 692,62	R 7 617 590,87	R 4 714 299,60
Safety Maintenance for KZN238_Alfred Duma	Safety Maintenance	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 4 608 990,65	R 3 032 254,12	R 3 032 254,12
Special Maintenance for KZN238_Alfred Duma	Special Maintenance	KZN238_Alfred Duma		01 04 2025	31 03 2028	R 0,00	R 2 847 955,33	R 2 460 664,04

5.2.5 DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT

No	Local Municipality	Project Name	Approved budget 2025/2026	Hecters	Commodity	Programme Type	Status
	Inkosi Langalibalele	Green farm	R2 463 606,00	185.8846	Cattle	LDS	☐ R541 424.54 was paid to AFA for fencing. ☐ R 161 000.00 was paid to Damview for 4 bulls. ☐ R119 001.08. was paid to Sherwood for Fire fighting equipment. • R46 800.00 was paid to Malankatha Trading for concrete feeders. • R364 220 was paid to Rod Pendulum for handling facility. • 67% expenditure.

No	Local Municipality	Project Name	Approved budget 2025/2026	Hecters	Commodity	Programme Type	Status
	Inkosi Lngalibalele	Highlands	R4 700 000.00	604	Beef	LDS	• Farm assessment conducted on 25 March 2025, awaiting report on Friday 25 April 2025. • LDS Office at the PSSC requested to facilitate allocation of RMIS to the project.
	Alfred Duma	SPRINGVALE	R3 500 000.00	1 965.3969	Beef	LDS	• The memo requesting appointment of commodity organization was sent to PSSC on 05/04/2025 for approval.
	Inkosi Lanagalibalele	TRESCHLER (PHILA NATURALS)	R4 000 000.00	878.9623	Beef	LDS	• Engaged DARD to assist with the farm assessment.

No	Local Municipality	Project Name	Approved budget 2025/2026	Hecters	Commodity	Programme Type	Status
	Inkosi Langalibalele	Green farm	R2 463 606,00	185.8846	Cattle	LDS	☐ R541 424.54 was paid to AFA for fencing. ☐ R 161 000.00 was paid to Damview for 4 bulls. ☐ R119 001.08. was paid to Sherwood for Fire fighting equipment. • R46 800.00 was paid to Malankatha Trading for concrete feeders. • R364 220 was paid to Rod Pendulum for handling facility. • 67% expenditure.

No	Local Municipality	Project Name	Approved budget 2025/2026	Hecters	Commodity	Programme Type	Status
	Inkosi Lngalibalele	Highlands	R4 700 000.00	604	Beef	LDS	• Farm assessment conducted on 25 March 2025, awaiting report on Friday 25 April 2025. • The LDS Office at the PSSC requested to facilitate allocation of RMIS to the project.
	Alfred Duma	SPRINGVALE	R3 500 000.00	1 965.3969	Beef	LDS	• The memo requesting appointment of commodity organization was sent to PSSC on 05/04/2025 for approval.
	Inkosi Lanagalibalele	TRESCHLER (PHILA NATURALS)	R4 000 000.00	878.9623	Beef	LDS	• Engaged DARD to assist with the farm assessment.

No	PROJECT LIST / Project name	Commodity Descriptions (splited into line transactions)	Local / District and Ward	Estimated Value to be spent 25/26	Branch	Programme Supported	Project Approval Stage	PROJECT STATUS
	Hlathikhulu FPSU							
	Support 2024/2025: Provision of Security service, trailed maize harvester with header, trailed hydraulic 18 pcs off-set disc, trailed dry bean planter, tools, 150 kg foldable industrial weighing scale and grain moisture meter and generator	Support 2025/2026: Agricultural production inputs, advisory services, marketing. FPSU guards' equipment and stipends	Inkosi Langalibalele Local Municipality in Ward 11 of uThukela District.	R3 202 920.00	CED RID NARYSEC DARD SEDA COGTA EDTEA Inkosi Langalibalele Local Municipality	F P S U made functional	Due for approval	Multiyear. To be presented to PLAF IN February

No	PROJECT LIST / Project name	Commodity Descriptions (splited into line transactions)	Local / District and Ward	Estimated Value to be spent 25/26	Branch	Programme Supported	Project Approval Stage	PROJECT STATUS
	INTANDELA CO-OPERATIVE – PIGGERY PROJECT							
	Support 2024/2025: Bakkie, Piggery feed, breeding stock, medication	Support 2025/2026: Trailer, Refrigerator	Inkosi Langalibalele Local Municipality in Ward 7 of uThukela District.	R365 000.00	CED RID DARD	Production support	Due for approval	Multiyear. To be presented to PLAF IN February

NO	PROJECT LIST / PROJECT NAME	COMMODITY DESCRIPTIONS (SPLITTED INTO LINE TRANSACTIONS)	Hectares	LOCAL / DISTRICT AND WARD	ESTIMATED VALUE TO BE SPENT 24/25	BRANCH	Tagert group	PROJECT STATUS
	Mawela (Caretaker): Portion 4 of the farm Poort no.1322 FT, Remaining extent of the farm Klip Fontein no.1991, Portion 3 of the farm Paarde Plaat no.3095, Portion 5 of the farm Paarde Plaat no.2095	Cattle	1 284.3600	Inkosi Langalibalele	0	SLA	Smallholder	- Property Management has generated the caretakership agreement which was signed by the Chief Director on 18 September 2024. - Farm is subject to subdivision, sketch plan done for proposed subdivision for farm dwellers (Manana & Ntuli).
	Ntabamnyama / Rietkuil Portion No.3 of the farm Rietkuil No.1067, Portion No.4 of the farm Rietkuil No.1067, Portion No.72 of the farm Rietkuil No.1067, remainder of the farm Rietkuil No.1067	Cattle	944.8884	Alfred Duma	0	SLA	Community grazing	- The farm is currently used by the Roosboom community for communal grazing. - The farm prioritizes allocation to the community (category 2) for communal grazing. - Land rights enquiry conducted.

NO	PROJECT LIST / PROJECT NAME	COMMODITY DESCRIPTIONS (SPLITED INTO LINE TRANSACTIONS)	Hectares	LOCAL / DISTRICT AND WARD	ESTIMATED VALUE TO BE SPENT 24/25	BRANCH	Tagert group	PROJECT STATUS
	Reitkuil ECDC: proposed subdivision portion 4 of the farm Rietkuil No. 1067	ECDC	1,4522	Alfred Duma	0	SLA	ECDC	•The lease expired in 2018 and there was a proposal to dispose the property to ECDC. •Awaiting finalization of Survey diagram.
	Portion 4 of the Matowanes kloof No. 1063	Cattle	527,7105	Alfred Duma	0	SLA	Communal grazing	•The farm is prioritized for category 2 lease since it is used by the community for communal grazing.
	SALE YARD: ERF 1758	Cattle and cropping	12,3413	Alfred Duma	0	SLA	Municipality	•There has been no lease due to the fact that there has been a proposal to dispose of the farm to the Municipality.
	BADENHORST'S: PORTION 1 OF THE FARM BADENHORST'S VALLEI NO. 1196	Cattle	296,9711	Okhahlamba	0	SLA	Communal grazing	•The farm is prioritized for category 2 lease since it is used by the community for communal grazing.

PROJECT NAME	LOCALITY	RESPONSIBLE MUNICIPALITY	TYPE (Phased Ongoing Periodic)	FUNDER	PROJECTS AND PROGRAMMES				
					2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
HIGHLANDS	Inkosi Langalibalele	Department of Land Reform and Rural Development	Ongoing	Department of Land Reform and Rural Development	R 8 377 170.17				
SPRINGVALE FARM	Alfred Duma	Department of Land Reform and Rural Development	Ongoing	Department of Land Reform and Rural Development	R8 941 787.52				
TRATCHLER FARMS	Inkosi Langalibalele	Department of Land Reform and Rural Development	Ongoing	Department of Land Reform and Rural Development	R7 970 624.00				

5.2.6 DEPARTMENT OF ARTS AND CULTURE

PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of Community Structures Supported (Arts and Culture Forums & Cooperatives provided with support per annum.)	Financial and non-financial support to formal Arts and Culture structures that serve as advisory panels to the Department as well as Cooperatives	ARTS & CULTURE FORUMS Support to established structures from Ward, Local, District up to Provincial Level COOPERATIVES ✓ Mobilization of arts and culture organisations ✓ Facilitate the establishment of cooperatives ✓ Facilitate Training and registration of cooperatives ✓ Engagement and involvement of SEDA, DEDT & NYDA ✓ Support to cooperatives-funding, link to	Artists and arts & culture organisations	R60 000 R20 000	All Local Municipalities Inkosi Langalibalele	Ongoing Ongoing	

		markets and relevant structures ✓ Monitor trained and registered cooperatives to ensure sustainability. ✓ Expose cooperatives to potential funding agencies					
PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of Schools where arts, culture and heritage Programs were rolled out	The improvement of the Quality of Education in the Arts, Culture & Heritage (ACH) Sector	✓ Convene consultative meetings ✓ Convene preparatory meetings with stakeholders ✓ Identification and mobilisation of participants ✓ Identification and mobilisation of legends/ Arts Ambassadors ✓ Implement the project	Learners	R50 000	Identified wards and all Local Municipalities	Ongoing	TBC

PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of artists trained per annum	To provide capacity building to enhance the cultural industries and performing arts for sustainability.	✓ 170 Artists to be trained in Performing and Visual Arts and Craft ✓ Identification and mobilisation of participants ✓ Roll out of performing and Visual Arts Training ✓ Honoraria documents process ✓ Conduct workshops for inmates (Moral Regeneration Programme)		R150 000			
		○ Visual arts & crafts skills development	Artists - people with disability	R7,500 (Facilitation)	Identified wards in all LMs		TBC
				R12,500 (Catering)	Identified wards in all LMs		TBC

				R40 000 (Materials)	Identified wards in all LMs		
		○ Visual arts & crafts skills development	Artists	R7,500 (Facilitation)	Identified wards in all LMs		
				R12,500 (Catering)	Identified wards in all LMs		
		○ Performing arts skills development	Artists	R7,500 (Facilitation)	Identified wards in all LMs		TBC
				R12,500 (Catering)	Identified wards in all LMs		TBC
		○ Visual arts & crafts skills development - Inmates	Inmates/ Artists	R7,500 (Facilitation)	Okhahlamba	April 2016	Bergville Correctional Unit

				R35,000 (Materials)	Okhahlamba	April 2016	Bergville Correctional Unit
		○ Performing arts development - Inmates	Inmates/ Artists	R7,500 (Facilitation)	Alfred Duma	April 2016	Ladysmith Correctional Unit
PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of awareness or promotional projects/ programmes rolled out to communities	To provide information and promotional material cultural practitioners and general public	✓ Convene consultative meetings ✓ Convene preparatory meetings with stakeholders ✓ Mobilize participants ✓ Implement the projects	Artists and the general public		All wards and all Local Municipalities	Ongoing	TBC
		Staging of the following District Events	Community	R415 000	Identified wards in all LMs		

		Freedom Day build up activities: Youth Campaigns	Learners	R10 000	TBC	21 – 23 April	Schools
		Regional Africa day Build up Activities	Community	R20 000	Identified wards in all LMs	May 2016	
		Community Dialogues	Community	R50 000		June 2016	
		uThukela Multicultural Exhibition 1	Community	R50 000	Alfred Duma	June 2016	Ladysmith
		Men projects (Intergenerational/ Intercultural Dialogue)	Community	R10 000	All Wards	July 2016	
		Behavioural Change Campaign (Women projects)	Maidens and matrons	R90 000	All Wards	August 2016	
		Amahubo workshop	Izinduna nezinsizwa	R15 000	All Wards	September 2016	
		Matrons' workshop	Matrons	R10 000	All Wards	Ongoing	
		Regional Youth Camp 1	Learners	R35 000	Identified Wards	September 2016	
Number of awareness or promotional projects/ programmes	To provide information and promotional	Performing Arts Promotion	Artists	R40 000	Identified Wards	Ongoing	

rolled out to communities	material cultural practitioners and public	• Visual Arts Promotion	Artists	R10 000	Identified Wards	Ongoing	
		• uThukela Eastern Cultural Celebration	Community (People of Indian origin)	R50 000	Identified Wards	November 2016	
		• War room branding	Community	R40 000	All Wards	Ongoing	
		• Choral Music	Community	R20 000	Identified Wards	May/ June 2016	
PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of community conversations conducted	To implement the interventions that enhance social cohesion in the province	✓ Convene consultative meetings ✓ Convene preparatory meetings with stakeholders ✓ Identification and mobilisation of participants ✓ participants ✓ Implement the project	Community	R50 000	Identified wards and all Local Municipalities	Ongoing	TBC

5.2.7 DEPARTMENT OF HEALTH

Ladysmith Hospital - New 65 Bed Male, Female and Adolescent Mental Health Unit.	Identified	190,164,973	1,000,000	0	U & A	01/07/2026		15/12/2027	500,000	3,000,000	0	0
Ladysmith Hospital - New walkway covering at wards 1 to 8	Design	22,103,847	1,500,000	0	RRR	31/03/2025		31/03/2026	3,000,000	0	0	0
Ladysmith hospital - Renovate OPD, Laundry, Mortuary & Convert Garages to storage	Design	91,371,259	1,500,000	2,826,376	RRR	30/05/2025		30/10/2026	5,000,000	0	0	0
Roosboom Clinic : Construction of a new Clinic and Residences	Tender	70,000,000	25,000,000	106,816	N & R	02/12/2024		26/06/2026	15,000,000	11,000,000	0	0

No.	Project Name	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Expenditure	Year
1	Bergville Clinic	Programme 8	Construction of Medical Waste area	Additions	06/01/2020	31/03/2025	R800 000	R79 429	
2	Driefontein Clinic	Programme 8	Sewer System Upgrade	Upgraded Facility	01/04/2016	31/03/2025	R8 059 397	R805 939	
3	Emmaus Hospital	Programme 8	Roof Replacement to various buildings	Refurbishments	02/01/2019	31/03/2027	10 000 000	R8 100 000	
4	Emmaus Hospital	Programme 8	Upgrade MV and LV electrical distribution system	Upgraded Facility	01/06/2020	01/04/2025	R1 700 000	R500 000	
5	Emmaus Hospital	Programme 8	Upgrade and Additions to Staff Accommodation	Upgraded Facility	01/04/2025	31/03/2027	R10 000 000	R0	
6	Estcourt Hospital	Programme 8	Renovations to roof and replace all covered walkways	Renovations	21/04/2020	31/03/2027	R30 000 000	R0	
7	Estcourt Hospital	Programme 8	Replacement of Standby Generator Set	New Assets	16/11/2021	01/04/2025	R700 000	R0	
8	Estcourt Hospital	Programme 8	Upgrade and additions to Rehabilitation facilities	Upgraded Facility	01/04/2024	31/03/2027	R10 000 000	R500 000	
9	Estcourt Hospital	Programme 8	Upgrade of electrical distribution system	Upgraded Facility	02/01/2019	01/04/2024	R500 000	R0	
10	Ezakheni No.2 Clinic	Programme 8	Replace fence	Renovations	06/01/2022	01/04/2024	R250 000	R0	

11	Ezakheni No.2 Clinic	Programme 8	Replace Asbestos with Zinculum roof	Renovations	06/01/2022	31/03/2024	R500 000	R0
12	Ladysmith Gateway Clinic	Programme 8	Installation of Standby Generator set	New Assets	01/04/2021	30/09/2024	R400 000	R0
13	Ladysmith Hospital	Programme 8	72 hour Water and Fire Storage Upgrade	Upgraded Facility	22/02/2019	31/03/2025	R15 530 022	R1653 022
14	Ladysmith Hospital	Programme 8	Installation of water and fire reticulation	Upgraded Facility	02/01/2019	31/03/2025	R38 159 768	R0

15	Ladysmith Hospital	Programme 8	New 65 Bed Male, Female and Adolescent Mental Health Unit	Upgraded Facility	10/10/2018	30/11/2027	R190 164 973	R0
16	Ladysmith Hospital	Programme 8	New walkway covering at wards 1 to 8	Renovations	02/01/2019	31/03/2025	R4 893 900	R2 691 645
17	Ladysmith Hospital	Programme 8	Renovate OPD, Laundry and Mortuary. Convert Garages to Storage	Renovations	01/04/2019	31/03/2027	R33 850 000	R0
18	Ladysmith Hospital	Programme 8	Replacement of Sewer Reticulation	Upgraded Facility	01/04/2016	31/10/2024	R11 980 672	R382 126
19	Ladysmith Hospital	Programme 8	Replacement of Standby Generator Set	Upgrading	01/11/2019	01/05/2025	R800 000	R50 000

20	Ladysmith Hospital	Programme 8	Upgrade and Additions to Rehabilitation facilities	Upgraded Facility	01/04/2025	31/03/2027	R3 500 000	R0
21	Ladysmith Hospital	Programme 8	Upgrade and Replacement of MV Switchgears in Main Substation	Upgraded Facility	01/02.2021	31/03/2025	R4 100 000	R2 100 000
22	Roosboom Clinic	Programme 8	Construct new clinic	New Facility	01/04/2023	31/03/2026	R50 000 000	R30 000 000
23	St. Chads CHC	Programme 8	Upgrade and additions to Rehabilitation facilities	Upgraded Facility	01/04/2019	31/03/2025	R10 000 000	R0
24	St. Chads CHC	Programme 8	Upgrades and Additions to Laundry	Upgraded Facility	18/01/2021	31/03/2025	R5 000 000	R0

5.2.8 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

Project	Description	Location	Status	Budget
Operation Vula Fund CFP Tiers: T1-3	Entrepreneurial Support	All Municipalities in KZN	T1,T2&3: Awarded and disbursed	As per individual business allocations
Operation Vula Commodities (Ongoing project – roll over)	RASET, Bakeries, Toilet paper , Detergents, Clothing and textile	All Municipalities in KZN	Incubation and Mentorship Centres Access to raw materials Access to Markets	As per allocation
Online Business Registration Programme	Registration of Businesses Business licencing Informal Traders Permits	All municipalities	implementation	Personnel
Red Tape Reduction initiative	Assist municipalities identify and reduce red tape that is within their control also assist with tools of trade where needed	Inkosi Langalibalele Local Municipality (uThukela DM)	Inkosi Langalibalele at Implementation plan stage and computers being procured	Personnel R50 000 (2 computers)
Project	Description	Location	Status	Budget
Informal Economy Infrastructure support	Provision of mobile and fixed infrastructure for informal economy	Alfred Duma Local Municipality	Inception stage	R1 000 000 22/23 R1 000 000 23/24 (R2 000 000 in Total)

Social Entrepreneurship Programme	Capacity building for businesses that have social impact in the community through UKZN, DUT, Unizulu & MUT	21 Inkosi Langalibalele Local Municipality 1 Alfred Duma Local Municipality	21 Social Entrepreneurs appointed to attend UKZN Programme 1 to attend DUT Programme	Personnel (Training and accommodation costs paid by EDTEA)

Technical Support

Support Initiative	Description
RLED Support Services in partnership with KZN COGTA & SALGA (MOU)	☐ Strategic, technical and institutional support services. ☐ The formulation, review and implementation of RLED strategies (LED Strategies & Economic Recovery Plans and institutional structures (Municipal LED Forums & PSC's) ☐ RLED Project Support Services ✓ Project, Contract & Procurement Management ✓ Financial & Risk Management ✓ Monitoring & Evaluation ✓ Institutional Support (PSC's & Forums) ☐ Red Tape Reduction Programmes ☐ District Development Agency (DDA) support & capacitation & DDM Model ☐ Development & Implementation of Economic Recovery Plans
Strategic Policy & Planning Support	Provide Municipalities with economic data and statistics for their area of jurisdiction

GOAL: DEMOGRAPHICS/PEOPLE DEVELOPMENT

DDM ONE PLAN ONE BUDGET										
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS COORDINATES
Fundamentally and radically improve the Quality of Life and overall wellbeing of people living in the district/metro area with emphasis on vulnerable and marginalised groups	Yarona Initiative – Ambassadors	15 ambassadors appointed to provide Community training on digital skills	NEMISA, DUT and EDTEA			0	0	3 months	Alfred Duma	

GOAL: ECONOMIC POSITIONING

DDM ONE PLAN ONE BUDGET										
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LM & WARD	G P S
Economic Positioning: Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy	Winterton / Bergville Vic	To upgrade and refurbish the Visitor Information Committee	EDTEA	R 429 000.00	R 429 000.00	NIL	NIL	MTEF	OKhahlamba LM	

[illegible]

5.2.9 DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
EPIP				
uThukela District Thuma Mina Green Deeds	Thuma Mina Green deeds Program, focusing on waste i.e. Litter Picking, Rehabilitation of illegal dumpsites, education and awareness in the uThukela District, covering 3 local municipalities, Alfred Duma, Okhahlamba and Inkosi Langalibalele.	Planning	01/03/2019 – 30/07/2021	R 6 787 330.00
WETLANDS				
WfWet KZN North	Wetlands Rehabilitation and improved ecosystem services	Implementation	2018/19 – 2024/25	R46 353 668.00
NRM				
NRM KZN Bushmens_2	Alien Plant Clearing Project	Implementation	2018/19 – 2024/25	R58,790,899.00
NRM KZN Upper Tugela_2	Alien Plant Clearing Project	Implementation	2018/19 – 2024/25	Not indicated
NRM Special Project G & M	Alien Plant Clearing Project	Implementation	2018/19 - 2024/25	Not indicated
NRM KZN Northern Woodstock_2	Alien Plant Clearing Project	Implementation	2018/19 - 2024/25	Not indicated
NRM KZN Loskop_Amangwe	Alien Plant Clearing Project	Implementation	2018/19 - 2024/25	Not indicated
NRM KZN Solokholo_2	Alien Plant Clearing Project	Implementation	2018/19 - 2024/25	Not indicated

NRM KZN WoF Royal Natal Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	R673,245,662.00
NRM Abebailey	Fire Control and Prevention	Not Active	2018/19 - 2021/22	Not indicated
Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM Bergville	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM Cathedral Peak	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WC Ladismith	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WoF Ukhahlamba Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Cathedral Peak 2	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Cathedral Peak 1	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Injisuthi	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 3300	2019 - 2024	Not indicated

100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1500	2024-2025	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 2700	2024-2025	Not indicated
Township and rural entrepreneurship	A dedicated Programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 7066	2024-2025	Not indicated
Incubation and digital hubs	Business and technology incubation centers that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 4	2024-2025	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 150	2024-2025	Not indicated

Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 14132	2024-2025	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 2370	2024-2025	Not indicated
Projects	Project description	Location / Targeted areas	Time frames	Budget
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 4740	2024-2025	Not indicated

5.2.10 ESKOM

Project Name	Status	Construction Start date	Completion date
Mnambithi 88 kV Turn In Line	DPA	2028	2028
Mnambithi 2*132 88 kV 80 MVA transformation est -	DPA	2028	2028
Cathkin SS Capacity Upgrade	Finalised	2015	Completed in 2016
Mdwebu SS 2.5 MVA 11/22 kV step up transformer installation	Finalised	2014	Completed in 2015
Kamberg /Mdwebu 88 kV line	CRA	2025	2027
Buffelshoek-Okhahlamba 132 kV line	CRA	2025	2027
Okhahlamba 132 kV SS est	CRA	2025	2027
Danskraal-Mnambithi 132 kV Lines	DPA	2028	2028

	Project Name	Status	Planned Completion date
1	Rostrata 20 MVA Trf Est	CRA	2026

2	Buffelshoek NB14 split with Buffelshoek NB13	CRA	2025
3	Cathkin MV interconnector	DRA	2024
4	Cathkin NB18 Mink to Hare conductor upgrade	Pre CRA	2026
5	Weenen 88/11kV SS TIL	DRA	2024
6	Ekuvukeni NB115 11- 22 kV Conversion	Pre CRA	2026

5.2.11 DEPARTMENT OF PUBLIC WORKS

CLIENT DEPT	BUDGET 01/04/2025- 31/03/2026	MARCH PROJECTIONS	MARCH ACTUAL	VARIANCE	PERCENTAGE
Education	31 000 000	500 000	R897 473		0%
Health	17 330 269	500 000	R46 000		0%
Transport	100 000	0	R483,00		100%
COGTA	500 000	0	R0,00		100%
Social Development	1 500 000	0	R173 655		100%
Public Works	3 000 000	100 000	R9 408,15		%
TOTAL	53 430 269	R1 100 000	R1 097 019,15		%

	Client Department	No of Projects	Termination / Cancellation	Tender	On site	Practical Completion	Retention	On Hold	Withdrawn
	Department of Education	44	0	10	9	9	9	6	1
	Department of Health	46	0	15	8	14	0	6	3
	Department of Transport	10	0	2	1	3	0	0	4
	Department of Social Development	10	0	2	3	5	0	0	0
	Department of Public Works	10	0	5	2	3	0	0	0
	Department of Corporative Governance & Traditional Affairs	5	0	5	0	0	0	0	0
	TOTAL	125	0	39	23	34	9	12	8

PROGRAMME	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS
GENERATORS	17	R 7 509 648	R 521 345	09 Projects on site : 05 projects on practical completion 02 projects on hold 01 projects withdrawn
FENCING	15	R 5 931 581		12 Projects on tender : 03 projects on hold :
ASBESTOS	14	R 3 889 040		03 Projects on site : 06 projects completed 02 projects on hold 03 on tender
PROGRAMME	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS
BOREHOLES	10	R 521 345	R 521 345	09 Projects on practical completion 06 projects on hold awaiting instruction from Client, 05 boreholes fully functioning after assessment 05 requests received from Client and currently busy with assessment 01 school closed 01 school has no electricity to power the system
CLIENTS	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS
DOPW	10	R 3 000 000	R1 992 084,40	09 Projects on site : 05 projects on practical completion 02 projects on tender 00 projects withdrawn

DSD	10	R 1 500 000	R 570 333,63	05 Projects complete : 03 projects on site 02 projects on tender
DOT	10	R 100 000	R 407 078,82	01 Projects on site : 05 projects on practical completion 02 projects on tender 04 projects withdrawn
COGTA	10	R500 000	R 400 660,01	09 Projects on site : 05 projects on practical completion 02 projects on tender 01 projects withdrawn

5.2.12 DEPARTMENT OF EDUCATION

School name	Municipality	Wardno	Project stage	Subprogram	Main program	2025_26	2026_27	2027_28
Abantungwa high school	Inkosi langalibalele local municipality	14	On hold	Water and sanitation	Upgrades and additions	R -	R 336 310,00	R 307 444,68
Amahlubi secondary school	Inkosi langalibalele local municipality	24	Project initiation	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 964 519,00	R 1 138 662,38
Amahuku primary school	Alfred duma local municipality	17	Tender	Storm damage programme	Renovations, rehabilitation or refurbishments	R763 512,00	R 554 397,00	R 826 528,00
Amangwane high school	Okhahlamba local municipality	9	Design	Water and sanitation	Upgrades and additions	R -	R 351 457,00	R 391 215,49
Amazizi secondary school	Okhahlamba local municipality	7	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 40 309,00	R-	R -
Bambe primary school	Inkosi langalibalele local municipality	7	Design	Upgrades and additions	Upgrades and additions	R -	R 393 784,00	R 329 353,70
Bhande high school	Alfred duma local municipality	29	Design	Water and sanitation	Upgrades and additions	R -	R 252 084,00	R 384 600,00
Bhande high school	Alfred duma local municipality	29	Tender award ready	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 922 258,00	R 4 780 472,90
Bhekathina high school	Inkosi langalibalele local municipality	13	Tender	Water and sanitation	Upgrades and additions	R 169 735,35	R 640 326,00	R 459 658,21

Bhekintuthuko secondary school	Alfred duma local municipality	7	Feasibility	Upgrades and additions	Upgrades and additions	R -	R 634 197,00	R 618 457,00
Bhekundi secondary school	Inkosi langalibalele local municipality	9	On hold	Water and sanitation	Upgrades and additions	R -	R 188 895,00	R 365 179,10
Bhekuzulu primary school	Inkosi langalibalele local municipality	6	Project initiation	Replacement school	New /replacement infrastructure assets	R -	R 941 823,00 ¹	R 990 227,50 ⁵
Bhekuzulu primary school (ladysmith)	Inkosi langalibalele local municipality	6	Design	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 658 484,00	R 871 528,00
Bongela intermediate school	Alfred duma local municipality	24	Design	Early childhood development (grade r)	Upgrades and additions	R -	R 333 124,00	R 396 176,18
Bonokuhle high school	Inkosi langalibalele local municipality	2	Feasibility	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 984 694,00	R 138 713,00 ¹
Buhlebezwe primary school	Alfred duma local municipality	11	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 214 993,00	R-	R -
Bunyabethu high school	Msinga local municipality	19	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 82 208,94	R-	R -
Burford primary school	Alfred duma local municipality	14	Project initiation	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 500 000,00	R 891 528,00
Burford primary school	Alfred duma local municipality	14	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 134 871,00	R-	R -
Celukuphiwa primary school	Inkosi langalibalele	23	Tender	Water and sanitation	Upgrades and additions	R 245 328,05	R 575 662,00	R 408 958,80

	local municipality							
Cengesi primary school	Alfred duma local municipality	28	On hold	Water and sanitation	Upgrades and additions	R -	R 146 522,00	R 439 566,90
Chothwane primary school	Inkosi langalibalele local municipality	2	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 58 671,66	R-	R -
Chothwane primary school	Inkosi langalibalele local municipality	2	Design	Early childhood development (grade r)	Upgrades and additions	R -	R 403 912,00	R 338 580,05
Crowfield primary school	Okhahlamba local municipality	10	Design	Water and sanitation	Upgrades and additions	R -	R 339 764,00	R 276 396,10
Cwembe primary school	Alfred duma local municipality	23	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 311 415,00	R 701 614,00	R -
Dalton bridge primary school	Inkosi langalibalele local municipality	16	Construction 76% - 99%	Storm damage programme	Renovations, rehabilitation or refurbishments	R 4 482 309,01	R 838 484,00	R -
Daninva primary school	Alfred duma local municipality	11	Project initiation	Upgrades and additions	Upgrades and additions	R -	R 395 800,00	R 443 303,70
Dr joseph shabalala secondary school	Alfred duma local municipality	13	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation or refurbishments	R 43 512,00	R-	R -
Dukuza primary school	Okhahlamba local municipality	4	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 82 642,00	R-	R -
Dumangobuhle senior primary school	Alfred duma local municipality	35	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation or refurbishments	R 329 120,00	R-	R -

Dumisa combined school	Alfred дума local municipality	7	Project initiation	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 650 578,00	R 516 839,30
Ebusingatha primary school	Okhahlamba local municipality	6	Design	Early childhood development (grade r)	Upgrades and additions	R -	R 440 397,00	R 517 994,76
Ecancane primary school	Alfred дума local municipality	28	On hold	Water and sanitation	Upgrades and additions	R -	R 237 491,00	R 280 931,20
Edilini primary school	Inkosi langalibalele local municipality	7	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 228 975,15	R-	R -
Eludimbi primary school	Alfred дума local municipality	37	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 397 078,00	R-	R -
Eludimbi primary school	Alfred дума local municipality	37	Onhold-low enrolment	Early childhood development (grade r)	Upgrades and additions	R -	R 422 323,00	R 335 427,02
Emadolobheni primary school	Inkosi langalibalele local municipality	1	Design	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 558 484,00	R 832 528,00
Emadolobheni primary school	Inkosi langalibalele local municipality	1	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 68 295,00	R-	R -
Emahhashini primary school	Inkosi langalibalele local municipality	17	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation or refurbishments	R 410 858,00	R-	R -
Emahlekwane primary school	Alfred дума local municipality	35	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 97 900,00	R-	R -
Emahlekwane primary school	Alfred дума local municipality	35	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation	R 283 059,00	R-	R -

					or refurbishments			
Emahlekwane primary school	Alfred duma local municipality	35	Design	Storm damage programme	Renovations, rehabilitation or refurbishments	R 1 476 972,00	R-	R -
Emlilweni primary school	Alfred duma local municipality	29	Onhold-low enrolment	Floods damaged	Renovations, rehabilitation or refurbishments	R -	R 831 662,00	R 736 329,00
Emngwenya primary school	Mpofana local municipality	1	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 207 419,00	R-	R -
Emngwenya primary school	Mpofana local municipality	1	Onhold-low enrolment	Replacement school	New /replacement infrastructure assets	R -	R 1 987 014,00	R 1 629 351,73
Empolombeni primary school	Alfred duma local municipality	29	Project initiation	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 350 000,00	R 846 528,00
Empolombeni primary school	Alfred duma local municipality	29	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 45 583,00	R-	R -
Emtshezi high school	Inkosi langalibalele local municipality	13	Tender	Storm damage programme	Renovations, rehabilitation or refurbishments	R 763 512,00	R 704 317,00	R 826 528,00
Endakane high school	Alfred duma local municipality	5	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 183 148,00	R-	R -
Engqondweni hs	Alfred duma local municipality	35	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation or refurbishments	R 233 879,00	R-	R -
Enhlanganisweni primary school	Inkosi langalibalele	12	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 234 604,00	R 645 993,00	R -

	local municipality							
Enhlangwini intermediate school	Inkosi langalibalele local municipality	22	Onhold-low enrolment	Early childhood development (grade r)	Upgrades and additions	R -	R 331 871,00	R 494 108,04
Enjabulweni primary school	Alfred duma local municipality	11	Construction 76% - 99%	Storm damage programme	Renovations, rehabilitation or refurbishments	R 2 677 832,00	R 837 495,00	R 1 039 061,70
Enjabulweni primary school	Alfred duma local municipality	11	On hold	Water and sanitation	Upgrades and additions	R -	R 177 423,00	R 300 726,13
Enkomokazini technical high school	Inkosi langalibalele local municipality	4	Practical completion (100%)	Storm damage programme	Renovations, rehabilitation or refurbishments	R 304 315,00	R-	R -
Entonjeni high school	Alfred duma local municipality	19	Construction 76% - 99%	Storm damage programme	Renovations, rehabilitation or refurbishments	R 2 854 025,00	R 797 495,00	R -
Ephangweni primary school	Inkosi langalibalele local municipality	24	Project initiation	Replacement school	New /replacement infrastructure assets	R -	R 1 053 300,00	R 10 946 400,00
Eqhweni primary school	Inkosi langalibalele local municipality	1	Design	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 558 484,00	R 832 528,00
Estcourt high school (martin rd)	Inkosi langalibalele local municipality	17	Project initiation	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 451 071,00	R 618 316,50
Estcourt primary school	Inkosi langalibalele local municipality	10	Tender	Water and sanitation	Upgrades and additions	R 390 469,49	R 573 878,00	R 401 209,23

Ethuleni combined primary school	Alfred duma local municipality	25	Onhold-low enrolment	Water and sanitation	Upgrades and additions	R -	R 416 892,00	R 319 132,53
Ezakheni high school	Alfred duma local municipality	2	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 196 233,00	R-	R -
Ezakheni high school	Alfred duma local municipality	2	Project initiation	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 447 180,00	R 738 082,84
Ezinyonyana primary school	Okhahlamba local municipality	2	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 115 000,00	R-	R -
Ezwelethu lower primary school	Okhahlamba local municipality	12	Design	Water and sanitation	Upgrades and additions	R -	R 303 680,00	R 398 182,32
Ezwelethu primary school	Okhahlamba local municipality	12	Design	Storm damage programme	Renovations, rehabilitation or refurbishments	R -	R 412 162,00	R 811 528,00
Ferdinand primary school	Inkosi langalibalele local municipality	21	Feasibility	Full service school	Upgrades and additions	R -	R 378 699,00	R 472 951,00
Florence booth intermediate school	Inkosi langalibalele local municipality	21	Tender	Storm damage programme	Renovations, rehabilitation or refurbishments	R 3 632 926,96	R 1 277 564,00	R 1 111 930,87
Florence booth primary school	Inkosi langalibalele local municipality	21	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 125 785,00	R-	R -
Fundani primary school	Alfred duma local municipality	37	Practical completion (100%)	Water and sanitation	Upgrades and additions	R 65 823,00	R-	R -
Gabangemfundo p. School	Alfred duma local municipality	35	Design	Upgrades and additions	Upgrades and additions	R -	R 292 917,00	R 465 609,80

Gabangemfundo primary school	Alfred duma local municipality	35	Construction 51% - 75%	Early childhood development (grade r)	Upgrades and additions	R 842 642,00	R 208 277,00	R -
Gcizela primary school	Alfred duma local municipality	16	Construction 51% - 75%	Storm damage programme	Renovations, rehabilitation or refurbishments	R 3 479 225,00	R 797 495,00	R -
Geza primary school	Inkosi langalibalele local municipality	5	Design	Renovations, rehabilitation or refurbishments	Renovations, rehabilitation or refurbishments	R -	R 683 058,00	R 3 484 062,60
Gloeckner memorial primary school	Okhahlamba local municipality	5	Construction 76% - 99%	Storm damage programme	Renovations, rehabilitation or refurbishments	R 3 238 841,00	R 917 495,00	R -
Goodhome secondary school	Inkosi langalibalele local municipality	7	Design	Water and sanitation	Upgrades and additions	R -	R 293 784,00	R 368 495,00
Hambrook primary school	Okhahlamba local municipality	11	Tender award ready	Early childhood development (grade r)	Upgrades and additions	R -	R 711 551,00	R 552 997,85
Heavitree primary school	Inkosi langalibalele local municipality	24	Design	Upgrades and additions	Upgrades and additions	R -	R 314 197,00	R 692 620,90

5.2.13 DEPARTMENT OF SOCIAL DEVELOPMENT

NAME OF LOCAL MUNICIPALITY	SUB-PROGRAMME	NAME OF ORGANIZATION	NPO NUMBER	PROJECT OBJECTIVES	AREA & WARD	BUDGET ALLOCATION
Inkosi Langalibalele Local Municipality	Sustainable Livelihoods	Siyanakekela CNDC	038 -711	 Provide cooked meals to people affected by various disease and no source of income  Transport costs for delivery of food.  Stipends for cooks, cleaners and security.	Ezintedeni –Ward 21 Satelite – Ganahoek – Ward 20	R 719 715. 00
Alfred Duma Local Municipality	Sustainable Livelihoods	Sizakancane CNDC	125 – 312	 Provide cooked meals to people affected by various disease and no source of income  Transport costs for delivery of food.  Stipends for cooks, cleaners and security.	Mhlumayo – Ward -29	R 719 715. 00
Alfred Duma Local Municipality	Sustainable Livelihoods	Impumelelo CNDC	165 – 189	 Provide cooked meals to people affected by various	Ohwebedeni – Ward - 31	R 719 715. 00

				disease and no source of income ✚ Transport costs for delivery of food. ✚ Stipends for cooks, cleaners and security.		
Okhahlamba Local Municipality	Sustainable Livelihoods	Asenzokuhle Community Project CNDC	175 – 234	✚ Provide cooked meals to people affected by various disease and no source of income ✚ Transport costs for delivery of food. ✚ Stipends for cooks, cleaners and security.	Ndunwana– Ward - 3	R 781 413. 00
Alfred Duma Local Municipality	Youth Development	Sikhona Care Centre	034 – 274	✚ Conduct life skills programmes for youth development structures through capacity building and mentorship ✚ Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps	Ezakheni B Section – Ward 3	R 239 000.00

				 Conduct career guidance to youth out of school in partnership with relevant stakeholders.  Facilitate social behavioural change programme through training and planning sessions.		
Alfred Duma Local Municipality	Youth Development	Licodet Lime Hill Skills Development Trust	048 - 636	 Conduct life skills programmes for youth development structures through capacity building and mentorship  Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps  Conduct career guidance to youth out of school in partnership with relevant stakeholders.	Limehill Area – Ward 34	R 150 000.00

				 Facilitate social behavioural change programme through training and planning sessions		
Inkosi Langalibalele Local Municipality	Youth Development	Youth Revolution Organization	093 - 899	 Conduct life skills programmes for youth development structures through capacity building and mentorship  Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps  Conduct career guidance to youth out of school in partnership with relevant stakeholders.  Facilitate social behavioural change programme through training	Estcourt - Cornfield Area – Ward19	R 120 000.00

				and planning sessions		
Okhahlamba Local Municipality	Youth Development	Thaba Jabula Organization	085 – 962	 Conduct life skills programmes for youth development structures through capacity building and mentorship  Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps  Conduct career guidance to youth out of school in partnership with relevant stakeholders.  Facilitate social behavioural change programme through training and planning sessions.	Greenpoint Area – Ward 13	R 120 000.00

Okhahlamba Local Municipality	Women Development	Zamukuzenzela Flagship	033 – 675	 To alleviate poverty  To empower women  To establish partnership with relevant stakeholders to link beneficiaries with economic opportunities.	Dukuza – Ward 4	R 1 364 000.00

SECTION F:

FINANCIAL PLAN

6 FINANCIAL PLAN

6.1 OVERVIEW OF THE MUNICIPAL BUDGET

It is recommended that this section should be read together with the 2026/2027 budget of the municipality. uThukela district municipality is faced with the massive task of eradicating its substantial backlogs in service provision. This would require massive resources to address. It is now dominant to concentrate on the financial planning part of this IDP review to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

To achieve delivery on the IDP goals, focus areas and objectives, it is essential to align the municipality budget with the strategy. Sections below expand on aspects of the uThukela district municipality medium term financial planning and the extent to which it is possible to align the budget to all priorities, given our financial constraints and the need to concentrate on basis service delivery.

The uThukela district municipality's budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet the District needs to address its financial challenges by improving the Municipality's image by using the new procedures to enhance service delivery, ensuring that the systems introduced continuously improve during the year and preserving the Municipality's cash flow position.

The district has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. National Treasury's MFMA Circular No.85 and 86 were used to guide the compilation of the 2026/27 MTREF.

National Treasury's MFMA Circular No.126 and No.128 of March 2024 was used to guide the compilation of the 2026/27 final budget and MTREF.

The main challenges experienced during the compilation of the 2026/27 MTREF can be summarised as follows:

- The on-going difficulties in the national and local economy.
- Aging water infrastructure.
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality.

- The increased cost of bulk electricity (Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable.
- Escalating water losses, the municipality continues to suffer water losses
- Wage increases for municipal staff that continues to be a large portion of the equitable share
- Municipalities unfunded budget
- Municipalities cashflow

The following budget principles and guidelines directly informed the compilation of the 2026/27 MTREF:

- The 2025/26 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2025/26 annual budget.
- Intermediate service level standards were used to inform the measurable objectives, targets, and backlog eradication goals.
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective and should consider the need to address infrastructure backlogs.

The following table is a consolidated overview of the 2026/2027 Medium-term Revenue and Expenditure Framework:

Consolidated Overview of the 2026/2027 MTREF

	2026/2027	2027/2028	2028/2029
Total revenue	1 126 114 690.33	1 234 767 958.49	1 340 824 116.57
Total expenditure	1 081 225 147.00	1 101 083 041.44	1 119 799 973.00
Surplus/deficit	44 889 543.33	133 684 917.04	221 024 143.57

(source; uThukela district budget, 2026)

BUDGET SUMMARY FOR 2026/2027

The table A1 of the budget shows the budget summary and provides a concise overview of the Municipality's budget from all the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure,

financial position, cash, and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard: The operating surplus/deficit (after Total Expenditure) is positive over the MTREF Capital expenditure is balanced by capital funding sources, of which: Transfers recognised are reflected on the Financial Performance Budget.

Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive and is improving indicates that the necessary cash resources are available to fund the Capital Budget. Over the MTREF there is progressive improvement in the level of cash-backing of obligations. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the public. The number of services provided by the municipality including free basic services continues to increase.

Total operating revenue

Total operating revenue has been increased by an aggregate of 7% for the 2026/27 financial year when compared to the 2025/26 adjustments budget. The increase is due to the general increase which is applied to service Charges tariffs. The municipality has conducted extensive testing of tariffs supported by consultants from Treasury and has found the tariffs not to be cost reflective. The municipality has committed to phase out cost reflective tariff without causing shock to the consumer. With the 20% increase it has shown that over the metre the tariffs will be cost reflective.

The municipality also noted to correct that it had been charging the same tariffs to businesses and household consumers. The municipality seeks to correct business tariffs over three years starting with 20% in the 2026/27 financial year. The municipality will have engagements with all relevant stakeholders to get a buy in in this regard.

Total Operating Expenditure

Total operating expenditure for the 2026/27 financial year has been appropriated at R1.081 billion which results in the budget having a surplus of R44 million. The CPI of 3.4% was applied on expenditure items,

and the municipality had to exercise caution and not increase some expenditure items due to financial constraints. A needs analysis was conducted. Employee related expenditure was increased by 4.75% The municipality has duly considered the affordability of an increment, considering our unfunded budget and is considering applying for exemption, but factored in the increase in case exemption is not approved as previous years. However, the municipality is committed towards reducing overtime, S&T and standby allowances substantially. These were decreased substantially as the municipality cannot afford to pay overtime, standby and S& T allowances. The municipality also had to let go of all contract employees which will also affect the municipality negatively however the salary bill of the municipality is too high.

Capital Expenditure

R222 million is funding from national Government Grants for water and sanitation capital projects which are core functions of the municipality and a budget of R1 million from internally generated funds.

OPERATING REVENUE FRAMEWORK

For uThukela District Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times, strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy.
- Growth in the Municipality and continued economic development.
- Efficient revenue management, which aims to achieve a 60% annual collection rate for key service charges.
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service.
- Increase ability to extend new services and recover costs.
- The municipality's Indigent Policy and rendering of free basic services; and tariff policies of the Municipality.

The table below displays the financial performance of the municipality (*revenue and expenditure*)

Summary of revenue classified by main revenue sourceA4.

The following table is a summary of the 2026/27 MTREF (Classified by main revenue source): Summary of revenue classified by main revenue source A4

UDZ3 Uthukela - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	###	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year #1 2027/28	Budget Year #2 2028/29
R thousand	1										
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	213,421	277,688	262,783	328,152	296,601	296,601	186,403	324,072	309,941	409,025
Service charges - Waste Water Management	2	15,970	17,931	18,588	21,643	21,757	21,757	13,946	25,101	30,121	36,145
Service charges - Waste Management	2	-	-	-	-	-	-	-	-	-	-
Sale of Goods and Rendering of Services	2	1,652	838	597	554	2,326	2,326	1,824	573	592	511
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest											
Interest earned from Receivables	2	80,572	64,276	71,656	74,157	74,157	74,157	48,960	75,317	77,802	80,292
Interest earned from Current and Non Current Assets	2	5,958	8,557	8,813	8,183	5,643	5,643	3,794	5,791	6,983	6,174
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	-	-	-	-	-	-	-	-	-	-
Licence and permits	2	-	-	-	-	-	-	-	-	-	-
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	702	278	3,223	1,068	1,383	1,383	1,253	1,378	1,424	1,489
Non-Exchange Revenue											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	63	125	284	511	465	465	289	422	436	453
Licences or permits	2	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	2	545,952	586,496	650,624	685,135	649,038	649,038	639,021	693,461	726,473	746,658
Interest	2	-	-	-	-	-	-	-	-	-	-
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	-	5,832	-	-	-	-	-	-	-	-
Other Gains	2	-	-	-	-	-	-	-	-	-	-
Discontinued Operations	2	-	9,000	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		833,898	989,927	1,813,739	1,877,383	1,851,321	1,851,321	895,127	1,126,115	1,234,766	1,340,824
Expenditure											
Employee related costs	2	349,172	381,234	454,626	406,233	406,224	406,224	274,677	415,519	415,519	415,519
Remuneration of councillors	2	6,389	6,154	6,284	6,219	9,748	9,748	7,190	6,409	6,409	6,409
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	2,8	44,677	97,299	106,642	88,790	68,460	68,460	12,277	65,231	71,238	72,879
Debt impairment	2,8	880,240	237,174	(10,329)	83,782	114,310	114,310	-	93,631	86,721	86,810
Depreciation, amortisation and impairment	2	87,252	86,484	89,413	83,303	81,917	81,917	60,963	60,960	67,081	100,188
Interest, Dividends and Rent on Land	2	8,614	16,352	19,234	6,721	6,721	6,721	110	6,950	7,179	7,429
Contracted services	2	194,998	176,785	247,369	124,962	153,428	153,428	63,326	104,059	106,185	99,738
Transfer and subsidies	2	3,120	3,288	-	3,800	2,000	2,000	1,280	2,000	-	-
Irrecoverable debts written off	2	-	3,124	262,435	83,782	-	-	-	93,631	96,721	96,816
Operational costs	2	222,558	212,604	254,130	187,100	181,666	181,666	45,343	193,216	202,031	216,029
Disposal of Fixed and Intangible Assets	2	1,519	-	2,749	-	-	-	15	-	-	-
Other Losses	2	-	-	-	-	-	-	-	-	-	-
Total Expenditure		1,898,839	1,280,384	1,331,747	1,854,483	1,824,786	1,824,786	484,690	1,081,225	1,101,883	1,119,880
Surplus/(Deficit)		(264,149)	(230,457)	(118,008)	22,900	26,615	26,615	430,437	44,890	133,883	221,024
Transfer and subsidies - capital (monetary allocations)	8	244,888	291,328	297,242	311,781	355,016	355,016	(47,321)	222,038	247,744	255,914
Transfer and subsidies - capital (in-kind)	8	-	-	-	-	-	-	-	-	-	-
Surplus/(deficit) after capital transfers & contributions		(19,261)	60,871	(50,767)	334,681	381,632	381,632	383,116	266,926	381,429	476,938
Income Tax											
Surplus/(deficit) after income tax		(19,261)	60,871	(50,767)	334,681	381,632	381,632	383,116	266,926	381,429	476,938
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(deficit) attributable to municipality		(19,261)	60,871	(50,767)	334,681	381,632	381,632	383,116	266,926	381,429	476,938
Share of Surplus/Deficit attributable to Associate		-	-	-	-	-	-	-	-	-	-
Intra-company/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
Surplus/(deficit) for the year	1	(19,261)	60,871	(50,767)	334,681	381,632	381,632	383,116	266,926	381,429	476,938

(source: uThukela district budget,2026/27)

Percentage growth in revenue by main revenue source A4

Description R thousand	Adjustments Budget 2025/26		Year 1 2026/27		Year 2 2027/28		Year 3 2028/29
Revenue							
Exchange Revenue							
Service charges - Electricity	-						
Service charges - Water	296 601 096.00	1.09	324 071 837.00	1.20	389 941 037.00	1.20	469 025 412.00
Service charges - Waste Water Management	21 756 796.00	1.15	25 101 000.00	1.20	30 121 200.00	1.20	36 145 440.00
Service charges - Waste Management							
Sale of Goods and Rendering of Services	2 335 398.86	0.25	572 722.64	1.03	591 622.49	1.03	610 554.41
Agency services							
Interest							
Interest earned from Receivables	74 156 676.00	1.02	75 316 560.00	1.03	77 802 006.48	1.03	80 291 670.69
Interest earned from Current and Non Current Assets	5 643 428.57	1.03	5 791 434.00	1.03	5 982 551.32	1.03	6 173 992.96
Dividends							
Rent on Land							
Rental from Fixed Assets							
Licence and permits							
Special rating levies							
Operational Revenue	1 332 944.57	1.03	1 378 264.69	1.03	1 423 747.42	1.03	1 469 307.34
Non-Exchange Revenue							
Property rates							
Surcharges and Taxes							
Fines, penalties and forfeits	464 571.43	0.91	421 872.00	1.03	435 793.78	1.03	449 739.18
Licences or permits							
Transfer and subsidies - Operational	649 030 404.99	1.07	693 461 000.00	1.05	728 470 000.00	1.02	746 658 000.00
Interest							
Fuel Levy							
Operational Revenue							
Gains on disposal of Assets							
Other Gains							
Discontinued Operations	-						
Total Revenue (excluding capital transfers and contrib	1 051 321 316.42	1.07	1 126 114 690.33	1.10	1 234 767 958.49	1.09	1 340 824 116.57

(source: uThukela district budget,2026/27)

percentage of revenue by source A4 percentage of revenue by source A4

Description R thousand	Funding Plan 2024/2025		Original 2025/2026		Year 1 2026/2027		Year 2 2027/2028	
Revenue								
Exchange Revenue								
Service charges - Electricity								
Service charges - Water	- 272 709 995,00	- 0,27	- 308 162 294,35	0,29	- 348 223 392,62	0,30	- 393 492 433,66	0,32
Service charges - Waste Water Management	- 19 132 476,00	- 0,02	- 21 643 116,00	0,02	- 24 456 721,08	0,02	- 27 636 094,82	0,02
Service charges - Waste Management								
Sale of Goods and Rendering of Services	- 492 817,00	- 0,00	- 553 890,37	0,00	- 576 599,87	0,00	- 601 970,27	0,00
Agency services								
Interest								
Interest earned from Receivables	- 69 486 891,00	- 0,07	- 74 156 676,00	0,07	- 77 197 099,72	0,07	- 80 593 772,10	0,07
Interest earned from Current and Non Current Assets	- 7 007 029,00	- 0,01	- 6 162 720,00	0,01	- 6 415 391,52	0,01	- 6 697 668,75	0,01
Dividends								
Rent on Land								
Rental from Fixed Assets								
Licence and permits								
Operational Revenue	- 2 934 005,00	- 0,00	- 1 068 721,83	0,00	- 1 112 539,43	0,00	- 1 161 491,16	0,00
Non-Exchange Revenue								
Property rates								
Surcharges and Taxes								
Fines, penalties and forfeits	- 626 485,00	- 0,00	- 510 784,00	0,00	- 531 726,14	0,00	- 555 122,09	0,00
Licences or permits								
Transfer and subsidies - Operational	- 632 191 763,00	- 0,63	- 665 134 560,19	0,62	- 695 840 000,00	0,60	- 727 317 000,00	0,59
Interest								
Fuel Levy								
Operational Revenue								
Gains on disposal of Assets								
Other Gains								
Discontinued Operations								
Total Revenue (excluding capital transfers and contributions	1 004 581 461,00		- 1 077 392 762,73		- 1 154 353 470,37		- 1 238 055 552,84	

(source: uThukela district budget,2026/27)

The four tables above show that the municipality 's main source of Revenue is grant funding as it covers more than half of the income which is 62% for the 2026/27 MTREF. Thus, making the

municipality grant reliant. Revenue from the main Service Charges has remained constant between 29%- 35% over MTREF.

Revenue is expected to total just over a billion R1,126 billion. An amount of R349 million is expected to be generated from Service charges. The municipality seeks to correct tariffs over three years 20% in the 2026/27 financial year, and 20% in the 2027/28 financial year. Service charges water was calculated based on the February year to date figures.

Other revenue increases by 3.4% 2026/2027 financial year and 3.3% and 3.2% respectively of the MTREF which is inline within the average headline inflation rate. The municipality is in the process of drafting the computation of the cost reflective tariffs which will be gradually phased in. consideration will be given to consumer affordability. Other revenue was calculated on February year to date figure to give a more accurate estimate.

Other revenue' contributes less than one percentage to total revenue. Operating grants and transfers totals R693 million in the 2026/27 below are a detailed split of the operating grants.

DIVISION OF REVENUE BILL 2026/2027 - 2028/2029				
UNCONDITIONAL GRANTS				
	R'000	R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
EQUITABLE SHARE	556 875	588 632	621 757	636 599
RSC LEVIES REPLACEMENT	87 013	90 297	93 900	96 819
SPECIAL SUPPORT FOR COUNCILLOR REMUNERATION AND WARD COMMITTEES	6 868	7 109	7 356	7 585
TOTAL UNCONDITIONAL GRANTS	650 756	686 038	723 013	741 003
CONDITIONAL GRANTS - OPERATIONAL GRANTS				
	R'000	R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
RURAL ROAD ASSET MANAGEMENT	2 918	3 036	3 157	3 255
FINANCIAL MANAGEMENT GRANT	2 000	2 200	2 300	2 400
EXPANDED PUBLIC WORKS PROGRAM	2 093	2 187	-	-
TOTAL OPERATIONAL GRANTS	7 011	7 423	5 457	5 655
CONDITIONAL GRANTS -CAPITAL GRANTS				
		R'000	R'000	R'000
NAME OF GRANT	2025/26	2026/27	2027/28	2028/29
MUNICIPAL INFRASTRUCTURE GRANT	219 159	222 036	247 744	255 914
WATER SERVICES INFRASTRUCTURE GRANT	100 000	-	-	-
MUNICIPAL DISASTER RELIEF GRANT	34 200	-	-	-
TOTAL OPERATIONAL GRANTS	353 359	222 036	247 744	255 914
TOTAL CONDITIONAL GRANTS	360 370	229 459	253 201	261 569
TOTAL GRANTS	1 011 126	915 497	976 214	1 002 572

(source: uThukela district budget,2026/27)

OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2026/27 Budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit,
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA,
- The capital programmes aligned to the asset renewal strategy and backlog eradication plan,
- Operational gains and efficiencies will be directed to funding the capital budget and other core services, and
- adherence to the principle of *no project plans no budget*. If there is no Strict business plan no funding allocation can be made.
- Strict adherence to the principle of prioritising basic service delivery informed by circular 81 of the MFMA

The following table is a high-level summary of the 2026/27 budget and MTREF (classified per main type of operating expenditure):

Summary of operating expenditure by standard classification item A4

Description	Adjustments Budget	Year 1	Year 2	Year 3
R thousand	2025/26	2026/27	2027/28	2028/29
Employee related costs	406 223 708.00	415 519 334.13	415 519 334.13	415 519 334.13
Remuneration of councillors	9 745 718.00	8 409 000.00	8 409 000.00	8 409 000.00
Bulk purchases - electricity				
Inventory consumed	58 490 421.33	69 231 269.69	71 238 111.59	72 877 731.16
Debt impairment	114 310 391.00	93 630 770.31	96 720 585.73	99 815 644.48
Depreciation and amortisation	91 916 571.43	93 979 743.00	97 081 074.52	100 187 668.90
Interest	6 721 081.17	6 949 597.93	7 178 934.66	7 408 660.57
Contracted services	153 429 408.31	104 658 887.19	106 185 094.83	99 737 546.89
Transfers and subsidies	2 000 000.00	2 000 000.00		
Irrecoverable debts written off		93 630 770.31	96 720 585.73	99 815 644.48
Operational costs	181 868 593.29	193 216 421.89	202 030 320.25	216 056 983.96
Losses on disposal of Assets	-	-		
Other Losses	-	-		
Total Expenditure	1 024 705 892.52	1 081 225 794.45	1 101 083 041.44	1 119 828 214.57

(source: uThukela district budget, 2026/27)

The following table is a high-level summary of the 2025/26 budget and MTREF (classified per main type of operating expenditure): **Summary of operating expenditure by standard classification item A4**

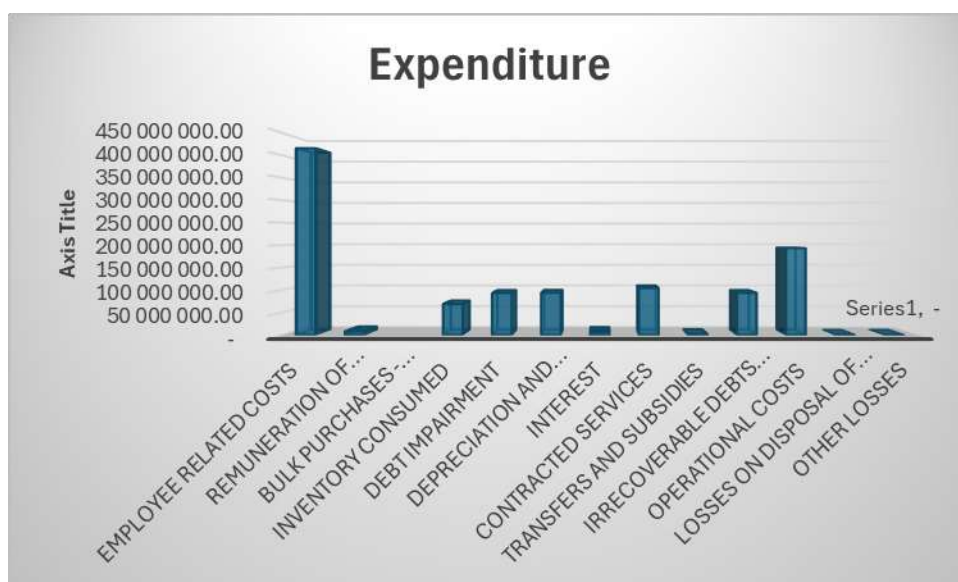
Operating expenditure expressed as percentages.

Description R thousand	Adjustments Budget 2025/26		Year 1 2026/27		Year 2 2027/28		Year 3 2028/29
Employee related costs	406 223 708.00	1.02	415 519 334.13	1.00	415 519 334.13	1.00	415 519 334.13
Remuneration of councillors	9 745 718.00	0.86	8 409 000.00	1.00	8 409 000.00	1.00	8 409 000.00
Bulk purchases - electricity							
Inventory consumed	58 490 421.33	1.18	69 231 269.69	1.03	71 238 111.59	1.02	72 877 731.16
Debt impairment	114 310 391.00	0.82	93 630 770.31	1.03	96 720 585.73	1.03	99 815 644.48
Depreciation and amortisation	91 916 571.43	1.02	93 979 743.00	1.03	97 081 074.52	1.03	100 187 668.90
Interest	6 721 081.17	1.03	6 949 597.93	1.03	7 178 934.66	1.03	7 408 660.57
Contracted services	153 429 408.31	0.68	104 658 887.19	1.01	106 185 094.83	0.94	99 737 546.89
Transfers and subsidies	2 000 000.00	1.00	2 000 000.00	-			
Irrecoverable debts written off			93 630 770.31	1.03	96 720 585.73	1.03	99 815 644.48
Operational costs	181 868 593.29	1.06	193 216 421.89	1.05	202 030 320.25	1.07	216 056 983.96
Losses on disposal of Assets	-		-				
Other Losses	-		-				
Total Expenditure	1 024 705 892.52	1.06	1 081 225 794.45	1.02	1 101 083 041.44	1.02	1 119 828 214.57

Description R thousand	Adjustments Budget 2025/26		Year 1 2026/27		Year 2 2027/28		Year 3 2028/29	
Employee related costs	406 223 708.00	0.40	415 519 334.13	0.38	415 519 334.13	0.38	415 519 334.13	0.37
Remuneration of councillors	9 745 718.00	0.01	8 409 000.00	0.01	8 409 000.00	0.01	8 409 000.00	0.01
Bulk purchases - electricity								
Inventory consumed	58 490 421.33	0.06	69 231 269.69	0.06	71 238 111.59	0.06	72 877 731.16	0.07
Debt impairment	114 310 391.00	0.11	93 630 770.31	0.09	96 720 585.73	0.09	99 815 644.48	0.09
Depreciation and amortisation	91 916 571.43	0.09	93 979 743.00	0.09	97 081 074.52	0.09	100 187 668.90	0.09
Interest	6 721 081.17	0.01	6 949 597.93	0.01	7 178 934.66	0.01	7 408 660.57	0.01
Contracted services	153 429 408.31	0.15	104 658 887.19	0.10	106 185 094.83	0.10	99 737 546.89	0.09
Transfers and subsidies	2 000 000.00	0.00	2 000 000.00	0.00				
Irrecoverable debts written off			93 630 770.31	0.09	96 720 585.73	0.09	99 815 644.48	0.09
Operational costs	181 868 593.29	0.18	193 216 421.89	0.18	202 030 320.25	0.18	216 056 983.96	0.19
Losses on disposal of Assets	-		-					
Other Losses	-		-					
Total Expenditure	1 024 705 892.52	1.00	1 081 225 794.45	1	1 101 083 041.44	1.00	1 119 828 214.57	1.00

(source:uThukela district budget,2026/27)

Main operational expenditure categories for the 2026/76 financial year



(source:uThukela district budget,2026/27)

Employee related cost

The budgeted allocation for employee related costs for the 2026/27 financial year totals R415million, which equals 38% of the total operating expenditure. Which is below the norm of 40%. The salaries have been increased by 4.75% as per wage increase circular. The municipality has considered the year-

to-date figure; however quite drastic changes have occurred as contract employees have been terminated and overtime reduced drastically.

An exemption application has been made on overtime, for all employees above the threshold. Our aim is to do away completely with overtime in the long run. Senior managers have devised a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby. Shift policy to be implemented. Employees are calculated based on monthly figures as several terminations of contract employees has been effected. An application for increments will be done by the municipality, and should it be successful the municipality will realise major cost savings. However, an increase has been factored.

Remuneration of Councillors

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget.

The remuneration of councillors was increased in the 2025/2026 financial year, and a once off backpay paid however an increase has been factored in the 2026/2027 financial year. The municipality based its calculation on the average monthly figure as a basis.

Debt Impairment

The cost of debt impairment is a non-cash flow item; it is informed by the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues. Debt impairment and irrecoverable debts written off have been calculated using original budget figures as year to date is unavailable as its only calculated at year end.

Provision for depreciation and asset impairment

Depreciation per asset class

Segment Desc	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget
COMPUTER HARDWARE DEPRECIATION	83 943.08	86 713.20	89 488.02
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	28 158.70	29 087.94	30 018.75
MOTOR VEHICLE DEPRECIATION	2 355 807.86	2 433 549.52	2 511 423.11
COMPUTER HARDWARE DEPRECIATION	121 207.67	125 207.52	129 214.16
FURNITURE & FITTINGS DEPRECIATION	33 431.84	34 535.09	35 640.22
MOTOR VEHICLES DEPRECIATION	142 019.22	146 705.86	151 400.45
SANITATION INFRASTRUCTURE DEPRECIATION	-	-	-
SANITATION INFRASTRUCTURE DEPRECIATION	9 520 539.38	9 834 717.18	10 149 428.13
COMPUTER HARDWARE DEPRECIATION	40 155.75	41 480.89	42 808.28
Expenditure:Depreciation and Amortisation:Depreciation:Other	947 888.52	979 168.84	1 010 502.24
FURNITURE & OFFICE EQUIPMENT DEPRECITION	35 825.24	37 007.47	38 191.71
MOTOR VEHICLE DEPRECIATION	202 787.42	209 479.41	216 182.75
WATER INFRASTRUCTURE DEPRECIATION	-	-	-
WATER INFRASTRUCTURE DEPRECIATION	79 269 040.40	81 884 918.74	84 505 236.13
BUILDING DEPRECIATION	382 990.03	395 628.70	408 288.81
Expenditure:Depreciation and Amortisation:Amortisation:Intan	18 942.88	19 567.99	20 194.17
Depreciation - Computer hardware	247 602.42	255 773.30	263 958.04
Depreciation - motor vehicles	1 713.12	1 769.66	1 826.29
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	114 537.69	118 317.43	122 103.59
MOTOR VEHICLE DEPRECIATION	160 371.01	165 663.26	170 964.48
Expenditure:Depreciation and Amortisation:Depreciation:Other	17 852.99	18 442.14	19 032.29
FURNITURE AND OFFICE EQUIPMENT DEPRECIATION	34 273.89	35 404.93	36 537.88
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	220 653.90	227 935.48	235 229.41

(source:; uThukela district budget,2026/27)

Depreciation has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the asset consumption. Budget appropriations in this regard total 93 million for the 2026/27 financial and equates to 9% of the total operating expenditure. The projected depreciation should inform the contribution towards the asset maintenance plan. Calculations for the provision as follows:

Inventory Consumed

The increase in the budget for the 2026/27 financial year is due to the increase in water purchases. The municipality is in financial distress and had to commit to budget cuts. When compiling the budget a need analysis was done, zero-based budgeting was applied as well as cost containment strategies and the harsh reality of insolvency.

Inventory Consumed

Segment Desc	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget
Cleaning materials (200/260090)	250 000.00	258 250.00	266 514.00
Fuel & Oil. (510/260180)	10 000 000.00	10 712 210.00	11 055 000.72
Fuel & Oil. (510/260180)	-		
Water Purchase (510/255050)	48 566 469.69	49 839 163.19	51 114 016.41
Stationery (510/260340)	103 700.00	107 122.10	110 550.01
OM Chemicals	10 000 000.00	10 000 000.00	10 000 000.00
Stationery (300/260340)	103 700.00	107 122.10	110 550.01
Stationery (200/260340)	103 700.00	107 122.10	110 550.01
Stationery (105/260340)	103 700.00	107 122.10	110 550.01

(source: uThukela district budget,2026/27)

Contracted services

Some of the items such as repairs and maintenance, operational grants expenditure is part of contracted service

An amount of R3 million for rural roads has also been included in contracted services as well as an amount of R1.2 million for FMG.

Segment Desc	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget
Maintenance of buildings and facilities (200/235011)	1 000 000.00	1 222 616.00	1 222 616.00
Training	200 000.00	200 000.00	200 000.00
Security (200/235525)	25 971 723.07	26 828 789.93	27 687 311.21
Blue Drop / Green drop/ No drop(408/235215)	2 000 000.00	2 000 000.00	2 000 000.00
Pipelines & portable water maintenance (510/235100)	10 000 000.00	10 000 000.00	10 000 000.00
Contracted Services:Consultants and Professional Services:Bu	3 036 000.00	3 157 000.00	3 255 000.00
Vehicle Repairs Outsourced. (510/235080)	8 000 000.00	8 296 004.15	8 569 772.28
Repairs to Pumps (510/235120)	29 000 000.00	29 957 000.00	30 915 624.00
Business and Advisory:Business and Financial Management	4 000 000.00	4 444 597.00	4 444 597.00
Outstanding Debt - Collection Fees (300/225001)	518 504.15	518 505.00	518 505.00
Computer Programs (300/260)	6 885 000.00	7 000 000.00	7 000 000.00
FMG. (300/260135)	1 200 000.00	1 200 000.00	1 200 000.00
Chemical Analysis Laboratory	2 000 000.00	2 066 000.00	2 132 112.00
Legal Fees (200/260240)	3 111 000.00	3 213 663.00	3 316 500.22
VIP. Security (100/235525)	5 000 000.00	5 165 000.00	5 330 280.00
GIS. Programmes (405/406360)	500 000.00	516 500.00	533 028.00
Audit Committee (105/260027)	386 659.97	399 419.75	412 201.18

(Source:uThukela district budget,2026/27)

The provision for contracted services has been decreased from the 26/27 budget; this is due to unfavourable funding plan. The municipality has prioritised the provision for the refurbishment and the maintenance of infrastructure, the budget repairs to pumps of R29 million which is below the 8% of refurbishments. MIG will assist with R 84 million. The municipality is bankrupt and cannot afford to budget upwards but must be considerate not to destabilise service delivery. The municipality will also be procuring its own tools, and using its employees for repairs and maintenance, which is also a major cost saving in pumps, pipelines and building maintenance as we won't be relying on consultants frequently. The municipality conducted a needs analysis of its contracted services, and a zero-based budgeting approach was applied

PRIORITY GIVEN TO REPAIRS AND MAINTANANCE

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2026/27 budget provides for in asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2026/27. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets. Treasury has warned against low budget allocation towards maintenance but subsequently the municipality cannot afford such allocations due to its funding position.

Repairs and maintenance per asset class SA34c

Repairs to Pumps (510/235120)	29 000 000.00	29 957 000.00	30 915 624.00
Pipelines & portable water maintenance (510/235100)	10 000 000.00	10 000 000.00	10 000 000.00

(source: uThukela district budget, 2026/27)

The water services department will employ a planned maintenance plan to prevent emergency repairs which often result in excessive expenditure.

The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation.

As part of the engagements with treasury the municipality was advised to apply to MIG and WSIG donors to utilise a larger portion of the infrastructure grants for refurbishments.

Free basic services

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services, the households are required to register in terms of the Municipality's Indigent Policy. **In the 2026/2027 financial year, 6 million** is anticipated to be allocated towards the provision of free basic services.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Explanatory notes to Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice and improves understand-ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets Less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e., assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. This table is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of several items, including:
 - Call investments deposits.
 - Consumer debtors.
 - Property, plant and equipment.
 - Trade and other payables.
 - Non-current Provisions.
 - Changes in net assets; and
 - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will affect the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year-end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment, which in turn would influence the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.
6. Table A6 is consistent with international standards of good financial management practice and improves understand-ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).

7. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets Less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
8. This table is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of several items, including:
 - Call investments deposits.
 - Consumer debtors.
 - Property, plant and equipment.
 - Trade and other payables.
 - Non-current Provisions.
 - Changes in net assets; and
 - Reserves
9. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
10. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

DC23 Uthukela - Table A7 Budgeted Cash Flows

Description	R thousand	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	–	–	–	–	–	–	–
Service charges		129,654	–	–	131,922	127,343	127,343	127,343	142,196	191,964	230,257
Other revenue		39,809	–	–	70,622	62,040	62,040	62,040	55,125	57,178	52,684
Transfers and Subsidies - Operational	1	533,343	–	–	665,135	649,030	649,030	649,030	693,461	728,470	746,658
Transfers and Subsidies - Capital	1	252,284	281,638	–	311,791	365,016	365,016	365,016	222,036	347,744	256,914
Interest		6,612	–	–	6,163	5,643	5,643	5,643	5,791	5,983	6,174
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		(163,713)	(266,036)	(209,956)	(898,197)	(1,001,600)	(1,001,600)	(1,001,600)	(853,056)	(887,479)	(958,278)
Finance charges		–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies	1	–	–	–	(3,600)	–	(2,000)	(2,000)	(2,000)	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES		797,989	15,502	(209,956)	283,836	215,473	215,473	215,473	263,559	363,889	333,589
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–	–	–
Insurance Payout - Capital		–	–	–	–	–	–	–	–	–	–
Interest on Short Term Investment (Greater than 90 days) and Long Term Investments		–	–	–	–	–	–	–	–	–	–
Payments											
Capital assets		(194,919)	(222,994)	(218,068)	(273,623)	(311,610)	(311,610)	(311,610)	(223,186)	(248,894)	(257,064)
Retention (Capital)		–	–	–	–	–	–	–	0	0	0
NET CASH FROM/(USED) INVESTING ACTIVITIES		(194,919)	(222,994)	(218,068)	(273,623)	(311,610)	(311,610)	(311,610)	(223,186)	(248,894)	(257,064)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/financing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		(143)	1,467	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		(143)	1,467	–	–	–	–	–	–	–	–
NET INCREASE/(DECREASE) IN CASH HELD		602,927	(206,625)	(428,624)	10,213	(96,137)	(96,137)	(96,137)	40,373	114,966	76,445
Cash/cash equivalents at the year begin:	2	14,379	13,689	5,819	(142,952)	10,897	10,897	10,897	(85,246)	(44,867)	70,899
Cash/cash equivalents at the year end:	2	617,297	(192,336)	(422,814)	(131,839)	(85,240)	(85,240)	(85,240)	(44,867)	70,899	146,544

(source: uThukela district budget,2026/27)

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

- Table A7 details the cash flow of the municipality and is one of the plays a pivotal role in measuring the funding of the budget.
- It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
- the applied collection rate of 40% is maintained throughout the year and 45% in the outer years. As well as the cost containment measures are applied effectively as detailed in the recovery plan.

The following strategies will be implemented to improve the collection of revenue

- All operating expenditure budgeted on table A4 has been budgeted to be settled in 2026/27.
- The municipality has begun with the process of data cleansing
- The municipality has begun the process of rolling out prepaid meters to households

- The municipality has made arrangements with all employees that are in arrears with the municipality
- The municipality has been disconnecting non-paying customers, the focus area being on businesses.
- The municipality has offered incentives to encourage consumers to pay their old debt.

6.1.1 FINANCIAL STRATEGIES OVERVIEW FOR 2026/2027

The strategic response to financial viability and sustainability of uThukela district municipality will need to take into cognizance strategies for plugging existing holes into the system and further increase revenue streams with intent to rely less on external grants in the end. Plugging the holes by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional grants.
- Vigorously pursuing credit control policies.
- Increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms.

Increasing revenue by:

- Improving collections
- Increasing rate base
- Improving share of intergovernmental grants to pay for unfunded/partly funded mandates.
- Vigorously pursuing cost cutting measures.
- Pursuing public private partnerships at both programme and project level

The following general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. More details of the strategies are set out below.

6.1.1.1 GENERAL CONSIDERATIONS

- **Social Responsibilities**

All aspects of matters relating to financial matters will take cognizance of council's social responsibilities including transformation and empowerment such as in council's supply chain management policy.

- **Investor attraction**

Council's main aim is to create a revenue base through the attraction of investors to the municipality. This will be done in conjunction with local municipalities initiatives.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally recognised accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. For the finance department to deliver on these strategies, it is council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, council will define recruitment policy for finance staff, put in place a pre and continuing bursary policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

6.1.1.2 FINANCIAL RESOURCES

For the purposes of this financial plan, council has considered financial resources for both capital projects and operational purposes. The various resources available to council are summarised below:

Capital expenditure:

- National government funding
- Provincial funding
- Infrastructure funding
- Own funding and Public / private partnerships

Operational expenditure:

Normal revenue streams in the form of grants

Revenue raising

The uThukela district municipality's main sources of revenue are from grants and municipal services such as sewerage and water. The short-term objective of the municipality is to identify and access all available revenue.

6.1.1.3 ASSET MANAGEMENT

Assets management is given serious attention that it deserves to improve it is prioritised and ensure that the council's assets are managed properly. Asset register is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

Asset manager has been appointed to work on the assets. The Asset management policy and procedures have been reviewed and adopted by the Council on the **29 of May 2026**. Both policy and procedures are being implemented.

Asset Management section deals with all classes of assets owned by the municipality. The section ensures that all the Municipality assets are recorded on a Fixed Assets Register. The following are strategies that are implemented by the municipality in ensuring that the asset management is done correctly:

- All assets whether moveable or immovable are to be recorded in an asset register which is electronically maintained.
- The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of
- A reconciliation between assets recorded in an asset register and physical assets must be done on an annual basis.
- A budgetary provision for the operation and maintenance of assets must be done.

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as indicated earlier.

Although directly related to revenue raising it is appropriate to include the monitoring of policies, with the asset management programme. This aspect of asset management will ensure that council is receiving economic benefit from council owned land, which is rented out.

6.1.1.4 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance and materially extend its useful life (which may be a full or partial extension of life – i.e., less than its original expected useful life). The plan is supported by resources such as financial to ensure its feasibility.

uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality. The Asset renewal plan has been reviewed and adopted by the Council on the **29 of May 2026**. The plan is being implemented.

6.1.1.5 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

PRIORITY GIVEN TO REPAIRS AND MAINTANANCE

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2026/27 draft budget provides for around asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2026/27. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

Repairs and maintenance per asset class SA34c

Repairs to Pumps (510/235120)	29 000 000.00	29 957 000.00	30 915 624.00
Pipelines & portable water maintenance (510/235100)	10 000 000.00	10 000 000.00	10 000 000.00

(source:uThukela district budget,2026/27)

The water services department will employ a planned maintenance plan to prevent emergency repairs which often result in excessive expenditure.

The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation. ***Due to insufficient funds the municipality cannot meet the recommended norm of 8% of PPE.*** As part of the engagements with treasury the municipality was advised to apply to MIG and WSIG donors to utilise a larger portion of the infrastructure grants for refurbishments.

6.1.1.6 FINANCIAL MANAGEMENT

It is most important that the uThukela district municipality maintain a strong finance department and in due course an audit steering committee and internal audit function that will be responsible for monitoring financial and other controls. The council is committed to sound financial management and as indicated earlier the creation of a sound economic base.

Financial management policies and procedures for the entire municipality will have to be implemented and these will include the following principles:

- Cash forecasts and cash flow monitoring against forecasts
- Budgeting methods
- Management reporting
- Credit risk management
- Credit control policies
- Supply chain management policies
- Supplier payment periods and Investments policies.

Staff will be encouraged to adhere to value for money principles in carrying out their work. On the issue of audit reports, both internal and external, council must adopt a zero-tolerance approach, and measures will be put in place to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to always maintain a positive cash flow and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

6.1.1.7 CAPITAL FINANCING

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. The following principles will apply:

- Provincial and national government funding for medium term and long-term projects
- External loan funding for medium term and long-term projects

6.1.1.8 OPERATIONAL FINANCING

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. As indicated earlier it is council's intention to maintain a strong economic base through good working capital management including setting aside of adequate provisions for working capital.

6.1.1.9 COST EFFECTIVENESS

In any organisation, it is necessary to strive for cost effectiveness and municipalities are no different. It is council's intention to pursue the shared services concept wherever possible. The sharing of services will enable the municipality to minimize total costs on these services.

6.1.1.10 COST CONTAINMENT

The Council took a resolution to regulate spending and to implement cost containment measures at uThukela District Municipality through a development and adoption of the Cost Containment Policy. This policy document seeks to implement National Treasury instruction 04 of 2017/18 dated 25 May 2017, MFMA Circular No. 82 of March 2016 and the Municipal Cost Containment Regulations published on the 7th of June 2019. This policy has been reviewed considering circular 97 of July 2019. The reviewed policy was approved by Council on the 29 of May 2026. The objectives of this policy are to ensure that the resources of the municipality are used effectively, efficiently, and economically. Cost containment measures are applicable to all Councillors and the municipal employees. It is important to say that all affected parties are adhering to cost containment measures.

6.1.2 DETAILED FINANCIAL ISSUES AND STRATEGIES

The action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies.

It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these strategies. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

6.1.2.1 FINANCIAL ISSUES

Some of the key financial issues affecting the uThukela District Municipality are listed below.

- Debt Collection drive to collect the outstanding debt of Council.
- A revenue base is dependent on sewerage, water, and other income streams.
- Affordability by Council to address all needed capital and operational expenditure received from various directorates.
- Lack of funds for capital projects
- Council needs to be provided with monthly and quarterly financial reports.

Financial Strategies

The implementation of the sound and good financial strategies will enhance the future financial sustainability of the municipality.

- Capital financing strategy.
- Asset management strategy
- Sound Financial management
- Credible Financial projections

6.1.3 REVENUE RAISING STRATEGIES

- All consumers to be registered and be billed for services rendered.
- A debt collection service to be instituted to monitor billing and payment for services.
- An adoption of the credit control policy; and as part of debt collection process, levying of interest on outstanding payments.
- Attracting investors for property development to enhance rates income.

6.1.4 POLICY DEVELOPMENT AND REFINEMENT STRATEGY

Council is committed in an ongoing development of policies that are compliant with Municipal Finance Management Act and other regulations to ensure smooth function of council and realization of financial viability status. Council has adopted among other things; credit control policy, tariff policy and investment and cash management policy to enhance income or revenue streams.

6.1.5 KEY SUPPORT PROGRAMMES

This section seeks to present compliant driven programmes that would allow the municipality to realize desired financial health, viability, and sustainability thereof. It is argued that the developed strategies will depend heavily on the successful compliance, adherence to internally designed policies and proper management of financial resources.

6.1.5.1 PROGRAMME 1: PRODUCE AN ANNUAL UPDATE OF MUNICIPALITY'S MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

While the MTEF sets out a medium-term expenditure plan for the municipality, it must also show the specific intentions of council with respect to:

- Clear, affordable development targets
- Development of a 10-year maintenance plan for municipal infrastructure and services
- Targeted expenditure to unlock economic development and grow the rates base.

In this regard, a forecasting model will be developed which allows informed decisions to be made on an ongoing basis in terms of cash flow, investments, borrowings, and long-term sustainability of the municipality.

6.1.5.2 PROGRAMME 2: BUDGET ACCORDING TO IDP PRIORITIES

The municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP so that what is budgeted is reflected as a priority in the IDP. The other crucial point is to ensure that our IDP and Budget are MSCOA compliant. The programme has given rise to approval of policies and programmes that guide service delivery. Key to this approach is ensuring that the municipality focuses its limited resources on the challenges expressed by people of uThukela, and most importantly, improving alignment with other spheres of government, including the development of Private Public Partnerships.

6.1.5.3 PROGRAMME 3: EFFECTIVELY MANAGE CREDIT CONTROL

The focus of the credit control exercise is to reduce debt owed to the municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.
- Implementing new revenue systems to ensure timeous, regular, and accurate billing of accounts.

- Maintain ongoing customer communication to awareness, foster financial responsibility, and promote a culture of payment.

6.1.5.4 PROGRAMME 4: GROW REVENUE STREAMS

The Budget and Treasury office will continue in championing the drive to sensitize all council departments to identify cost savings and/ or revenue generating opportunities in all areas of operation. Over the next five years, a concerted effort will be needed to focus on increasing the rate base. Proper collection processes as stipulated under financial guidelines above will have to be strictly adhered to.

6.1.5.5 PROGRAMME 5: SEEK ALTERNATIVE SOURCES OF FUNDING

In addition to the obvious need to grow council's revenue by increasing its rates base, other means for securing funding for council's projects must be explored in a variety of ways. Some of the focus areas include government grant funding and project and programme funding, partnerships with international agencies like the European Union and other agencies at programme level and entering partnerships with the private sector on key projects and programmes.

It has been noted that, there is little drive within the municipality to prepare business plans to be used in leveraging additional funding. Therefore, this programme will depend on the joint efforts of Financial and Planning department to drive it vigorously.

6.1.5.6 PROGRAMME 6: REDUCE COST TO THE ORGANIZATION

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinized on an ongoing basis, and targets are then selected and prioritized according to the following ratings:

- Most obvious: here the cost element that is most out of line with the budget needs immediate attention.
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention.
- Biggest impact: those cost items that will deliver the biggest long-term savings if reduced.

6.1.6 SUMMARY OF AG REPORTS AND RESPONSES

uThukela district municipality received the qualified audit opinion in 2024/2025 financial year. The uThukela District Municipality's strategic objective is to achieve clean audit in the 2025/2026 financial year. The uThukela district municipality was audited for 2024/2025, and the following summarize the 2024/2025 audit outcome:

Summary of 2024/2025 audit outcome/Basis for Qualification

The Auditor General Findings on uThukela district municipality's 2024/2025 Audit Report can be summarized as follows:

- ✓ *Revenue from exchange transactions*
- ✓ *General expenditure*
- ✓ *Water losses*
- ✓ *Bulk Purchases*
- ✓ *Other liabilities*
- ✓ *Contracted services*

For more information, the Auditor General Report and the Audit Improvement Plan that aimed at addressing issues raised in the AG Report is available and monitored. The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council including MANCO, EXCO, and Council. ***The AG report and the Audit Improvement Plan or action plan is attached as an annexure.*** The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

6.1.7 DEPARTMENTAL PROJECTS COMMITTED FUNDING

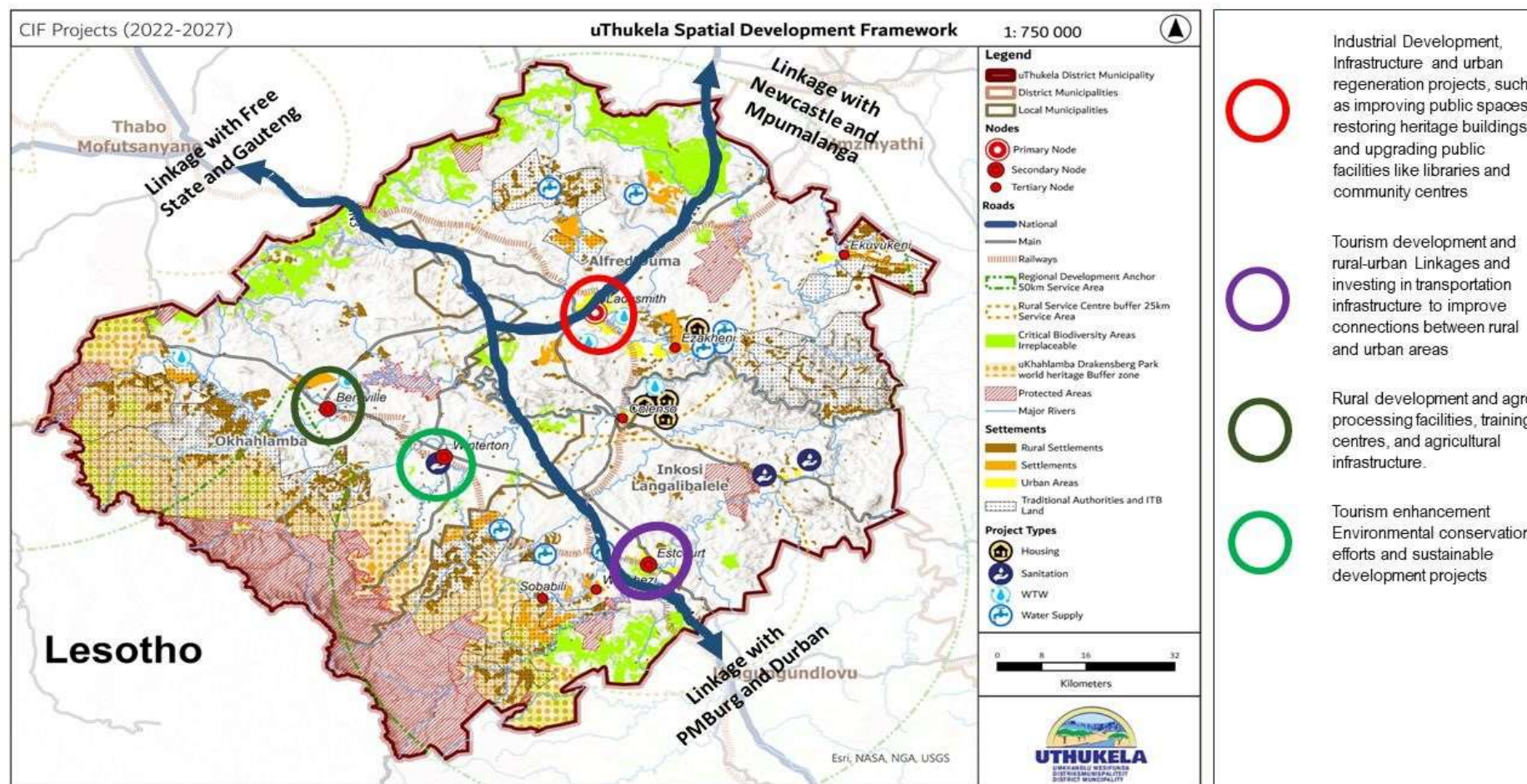
It is important to indicate that the uThukela district municipality and its family of municipalities plan with Sector departments. There are structures where the municipality meets with Sector departments to ensure alignment and to ensure that their plans are talking to the municipality. Section 5, 2 of this document lists all the projects and programmes emanated from our discussions with Sector departments. The table shows the committed funding. The table **can be viewed** at 5.2, which is above the financial plan. The list of departmental are detailed and aligned to DORA.

Section 21 of SPLUMA (Act 16 of 2013) indicates that a municipal must: determine a capital expenditure framework for the municipality's development programmes, depicted spatially. The careful planning of capital investment, related to spatial planning, is critically important. This is underpinned by the fact that resources are often limited, while coordinated integrated planning for

future growth can contribute positively towards timeous infrastructure upgrades, in response to the growing population and associated infrastructure requirements.

Within the context of the district's mandate and functions, the capital budget of the municipality, specifically related to spatial projects, is limited. Furthermore, capital expenditure on infrastructure projects in the district is primarily driven by external KZN departments, and by the three local municipalities. Several capital projects with associated budgets, are planned by different KZN departments such as DoHS, DOH, Public works, DALRRD etc within the uThukela area.

The map below displays the capital expenditure framework and capital investment framework for the different capital projects of the district.



Source: uThukela district spatial development framework, 2026

7 ANNUAL OPERATIONAL PLAN (SDBIP)

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) for 2025/2026 financial year was to present a one-year detailed implementation/operations plan of functions, which uThukela district municipality is responsible to implement and, which gives effect to the implementation of the Integrated Development Plan (IDP) and the budget for the 2025/2026 financial year. The 2025/2026 SDBIP was approved 28 days after the approval of the municipal budget. The very same approach shall apply even in the 2026/2027 SDBIP.

The SDBIP determines the performance agreements for the accounting officer and all section 57 employees, whose performance agreements can be monitored through Section 71 monthly reports and evaluated in the annual report. The SDBIP will be monitored and reported monthly by the municipal manager in terms of 71(1) (a) and (e).

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP should make projections for each month of the revenue to be collected by source and by vote. The targets and performance indicators need to be reported on quarterly basis as per MFMA, 2003.

The SDBIP is a layered plan that consists of a top layer and departmental layer, which is a low layer SDBIP. In terms of circular 13, the top layer SDBIP contains the consolidated service delivery targets and in-year deadlines that links to the targets for the top management. Only the top layer SDBIP that is made public and tabled before Council.

A departmental SDBIP (low layer) is focusing on operational performance and is prepared for each municipal department. This SDBIP provides more detailed on each output for which the top management is responsible.

8 ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

8.1 HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Phases and steps of performance management system in uThukela district municipality is shown below. The uThukela district municipality's OPMS is applied as per the Performance Management Guide for Municipalities (2006) that proposes the following phases with accompanying steps which municipalities should embark upon to implement Organisational Performance Management System.

PHASES	STEPS
Phase 1: Starting the Performance Management Process	• Delegation of responsibilities and clarifying roles • Setting up internal institutional arrangements • Managing the change process
Phase 2: Developing a performance management system.	• Current reality • Identification of stakeholders • Creating structures of stakeholder Participation • Developing the System • Publication of the system • Adoption of the system
Phase 3: Implementing performance Management.	• Planning • Priority setting • Setting objectives - Setting Key Performance Indicators (KPIs) - <i>Designing a Performance Measurement Framework</i> - <i>Conducting Performance Reviews</i> - <i>Reporting, reviewing and public participation.</i> - <i>Training and support</i>

The uThukela district municipality has established a fully-fledged PMS unit, which is reporting directly to the office of the Municipal Manager. The unit is continuously ensuring that the district complied with the relevant legislations. The Performance Management System of uThukela district municipality for 2025/2026 was approved on the **29 of May 2026** as to comply with Section 38 (a) of the MSA and Municipal Planning and Performance Management. They also increasing Municipal performance and accelerating service delivery provision, and has adopted the hybrid performance management model, which combines the following:

- Balanced scorecard methodology.
- Six Sigma graphic representation tools.
- Project Management Principles.
- 365 Degree individual assessment methods.

After the adoption of the above approach, they ensured that all Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager were signed for the 2025/2026 financial year. They have finalized the process of cascading PMS down to managers who are below section 57.

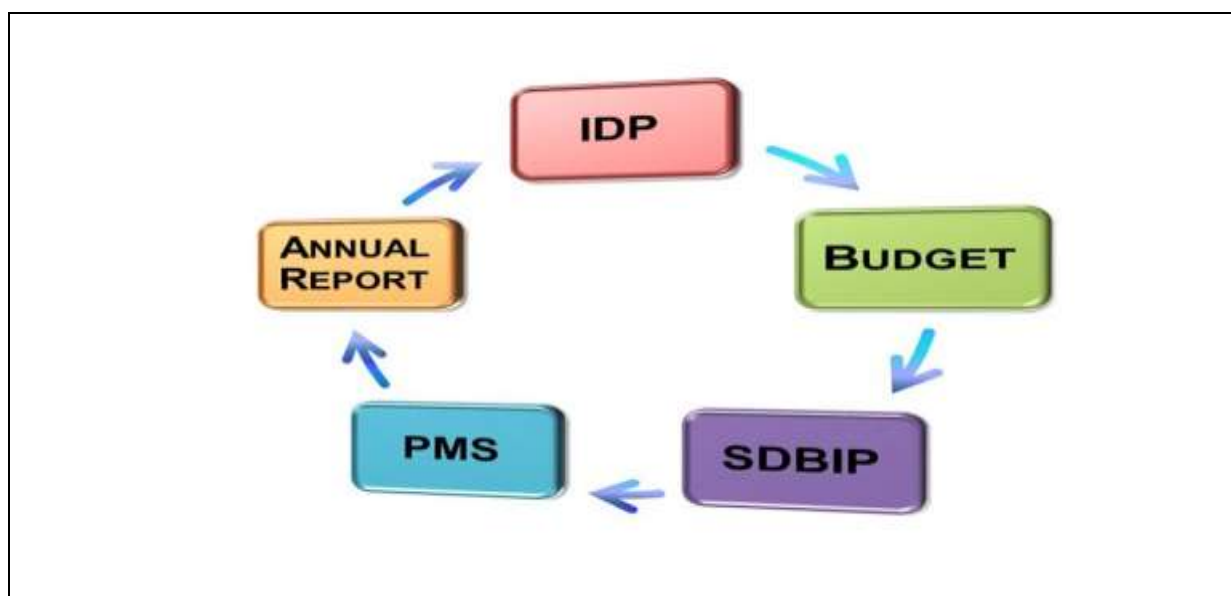
The 2026/2027, Performance Management System, individual performance management and development system policy of uThukela district municipality was approved concurrently with the IDP, Budget and all other planning documents.

8.2 IDP, BUDGET, PMS INTEGRATION THROUGH SDBIP'S

The IDP Priorities for 2026/2027 are aligned to the National Key Performance Areas. In terms of the IDP, Organizational objectives are incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets. All is consolidated into an Organisational Scorecard in line with the NKPA Model selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic level.

The Organisational Scorecard is then unpacked at a departmental level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Idealistically, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators, and targets.

The SDBIP is then cascaded into Section 56 Performance Agreements. All these performance reports are then amalgamated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA. Reporting is done quarterly, with supporting evidence being confirmed and audited. Monthly reporting is now being encouraged through the revision of the framework and the Auditor-General's audit strategy to align the uThukela district municipality to best practices. The diagram illustrates the alignment between the IDP, Budget, PMS, SDBIP and the annual report:



8.3 INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 56 CONTRACTS)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, All Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager were signed for the 2025/26 financial year. The municipality has finalized the process of cascading PMS down to managers who are below section 56. Middle managers and officers are all subjected to the Individual performance system, and they have signed the Service delivery performance agreement. They are being assessed on quarterly basis.

8.4 ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR INCLUDING THE CORRECTIVE PERFORMANCE MEASURES

uThukela district municipality has complied with Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year a performance report reflecting the following:

- The performance of the municipality and of each external service provider during the financial year
- A comparison of the performance referred to in paragraph(a) with targets set for and performance in the previous year.
- Measures taken to improve performance.

It is critical that the annual performance report forms part of the municipality's annual report in terms of chapter 12 of the MFMA.

The following tables summarize the performance of each department of the uThukela district municipality for the previous financial year.

AN OVERVIEW OF THE PERFORMANCE OF EACH DEPARTMENT FOR THE 2024/2025.

1. **Budget and Treasury Department:** The department has regressed in quarter 2 compared to quarter 1

Corrective measure: Close monitoring and interventions related to financial indicators.

Quarter 1			Quarter 2		
No. of Targets applicable Q1	No. of Targets achieved	No. of Targets not achieved	No. of Targets applicable Q2	No. of Targets Achieved	No. of Targets Not achieved
15	09	06	15	07	08
Total %	60%	40%	Total %	47%	53%

2. **Corporate Services:** The targets that were not met were relating budget spent in the implementation of Workplace Skills Plan.

Corrective measure: Training interventions were carried out and payments are awaiting to be processed.

Quarter 1			Quarter 2		
No. of Targets applicable Q1	No. of Targets achieved	No. of Targets not achieved	No. of Targets applicable Q2	No. of Targets Achieved	No. of Targets Not achieved
08	07	01	9	08	01
Total %	88%	12%	Total %	89%	11%

3. **Community Services:** The Department has regressed from Quarter 1.

Corrective measure: Alignment of uThukela LED with the Development Agency

Quarter 1			Quarter 2		
No. of Targets applicable Q1	No. of Targets achieved	No. of Targets not achieved	No. of Targets applicable Q2	No. of Targets Achieved	No. of Targets Not achieved
05	05	00	05	04	01
Total %	100%	0%	Total %	80%	20%

4. **Water, Sanitation and Technical Services:** As a municipal core function, much is needed to ensure that targets set in department are achieved.

Corrective Measure: Monitoring and Evaluation of all planned projects are facilitated to monitor progress made:

Quarter 1			Quarter 2		
No. of Targets applicable Q1	No. of Targets achieved	No. of Targets not achieved	No. of Targets applicable Q2	No. of Targets Achieved	No. of Targets Not achieved
42	28	14	29	13	14
Total %	67%	33%	Total %	45%	55%

General Comment: There are major interventions in place on targets not met by the Budget & Treasury and Water Sanitation and Technical Services.

Analysis of 2024/2025 Mid-Year of UTDM Development Agency

Section 93B(b) of the Municipal Systems Act requires the Parent Municipality to monitor the Thukela Economic Development Agency.

The 2024/2025 /2023 Mid- Year Performance of the Entity was received by the Office of the Municipal Manager on the 13 January 2025 for consideration.

The UTDM Economic Development Agency has reported on the activities and finances of the Agency to the Board of Directors of uThukela Economic Development Agency for the period from 1 July 2023 to 31 December 2023. The reports unpack KPI's on the scorecard for the financial year 2024/2025.

uThukela Economic Development Agency has embarked in several activities involving Tourism, Investment Promotion, Agriculture and Finance from the period of 1 July 2023 to 31 December 2023 and has expended financial resources to perform those activities. As required by section 88 of the Municipal Finance Management Act, the agency reports to the board the mid-year report.

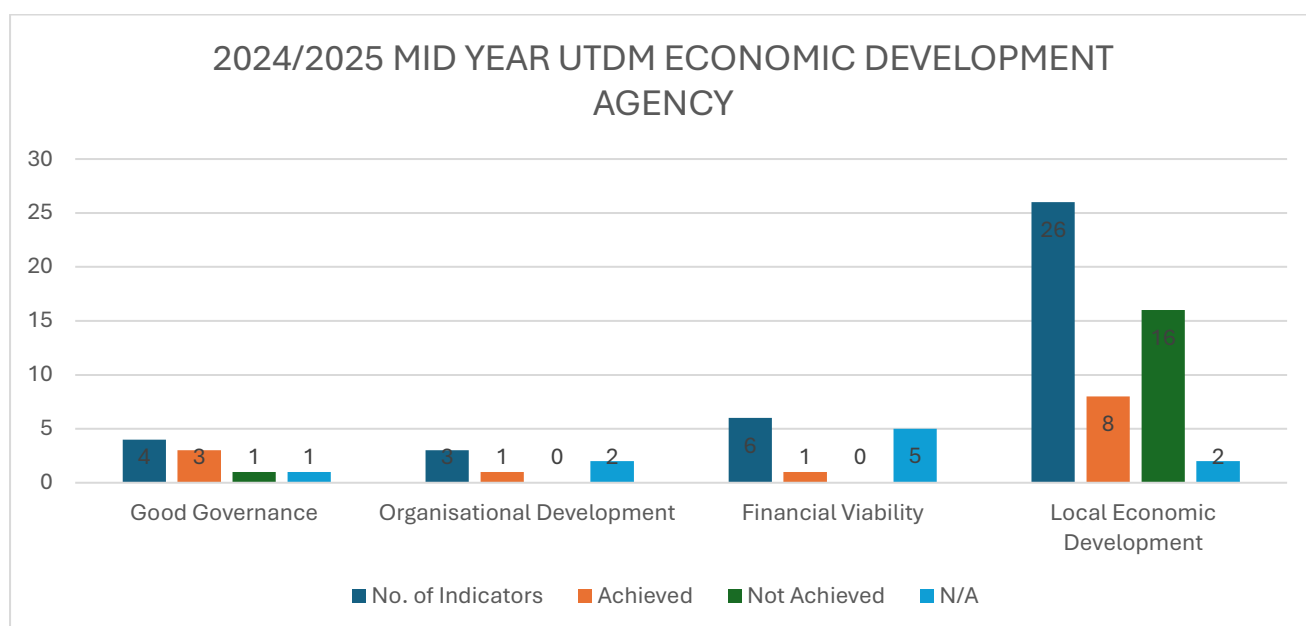
Areas of concern

The Municipality has noted greater concern in the non-achievement of Local Economic Development indicators.

The Submitted information for the review of Quarter 2 was credible, and the Entity's scorecard was populated correctly.

SUMMARY OF 2024/2025 MID YEAR UTDM ECONOMIC DEVELOPMENT AGENCY PERFORMANCE

NATIONAL KPA's	TOTAL KPI's APPLICABLE FOR Q2	TARGET MET	TOTAL TARGET MET	TARGETS NOT APPLICABLE FOR Q2
Good Governance	04	03	00	01
Organisational Development	03	01	00	02
Financial Viability & Management	06	01	00	05
Local Economic Development	24	08	16	02
TOTAL	37	13	16	10



Out of Thirty -Seven (37) Indicators projected for the 2024/2025 financial year, twenty-seven (27) were applicable for Quarter 2, Thirteen (13) were achieved and Sixteen (16) were not achieved.

COMPARISON OF THE ENTITY'S PERFORMANCE DURING 2024/2025 MID YEAR PERFORMANCE

Quarter 1			Quarter 2		
No. of Targets applicable Q1	No. of Targets achieved	No. of Targets not achieved	No. of Targets applicable Q2	No. of Targets Achieved	No. of Targets Not achieved
26	12	14	27	13	16
Total %	46%	54%	Total %	48%	52%

A review will be undertaken on the performance reporting template (such as SDBIP) to ensure the development priorities and objectives in the IDP, SDBIP and Annual Performance Report are aligned.

The 2024/2025 Annual Performance Report which contains the unachieved targets and corrective measures is attached as an annexure.

The performance of the municipality from the previous financial year were utilized and considered when reviewing this IDP.

9 ANNEXURES

NO	SECTOR PLAN	COMPLETED? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW	COMMENTS
1	Disaster Management Plan	Yes	Yes			2026/2027 the disaster management plan and sector plan were approved concurrently with the IDP and Budget on the 29 May 2026. (Attached)
2	Performance Management System (PMS)	Yes	Yes			The 2026/2027, PMS of the municipality was adopted together with the IDP on the 29 May 2026. (Attached)
3	Workplace Skills Development Plan	Yes	Yes			This is done on annual basis
4	Audit Improvement Plan (AIP)	Yes				uThukela district municipality has developed an audit action plan to address the issues raised in the AG report. The aim of this plan is to improve the audit opinion.
5	Capital Investment Programme/ Framework (CIP)	Yes	Yes			Three Year Capital Program was prepared and incorporated into the IDP.
6	Local Economic Development (LED) plan	Yes	Yes			The LED plan was approved on the 29 May 2026
7	Environmental management framework	Yes	Yes			The framework is completed
8	Water Services Development Plan (WSDP)	Yes	Yes			The WSDP was reviewed and adopted on 25 November 2022. Is attached as an annexure
9	Integrated Waste Management Plan	Yes	Yes			The IWMP was developed and adopted on the 27 September 2024 and is attached as an annexure .
10	Transportation Plan	Yes	Yes			Public transport plan was developed and adopted by Council and its due for review
11	Financial Plan	Yes	Yes			Is reviewed annually and is part of this document

12	Spatial Development Framework	Yes	Yes			The 2026/2027 SDF is prepared with the IDP as a sector plan, and it was adopted concurrently with the IDP on the 29 May 2026.
13	Communication Strategy	Yes	Yes			The communication strategy was adopted on the 29 May 2026.
14	Fraud and Corruption Prevention Strategy	Yes	Yes			The Fraud and corruption strategy for 2025/2026 was adopted by the Council on the 30 May 2025.
15	Tourism Plan	Yes	Yes			It was developed and adopted by council
16	Climate change response Plan (mitigation & adaptation options)	Yes	Yes			It was prepared and adopted by council
17	Natural resources management Plan	Yes	Yes			
18	Rural development plan		Yes			Rural plans have been developed and approved. The plan was approved on the 31 May 2019.