



EMADLANGENI LOCAL MUNICIPALITY

2026/27

DRAFT INTEGRATED DEVELOPMENT PLAN

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SECTION A: EXECUTIVE SUMMARY

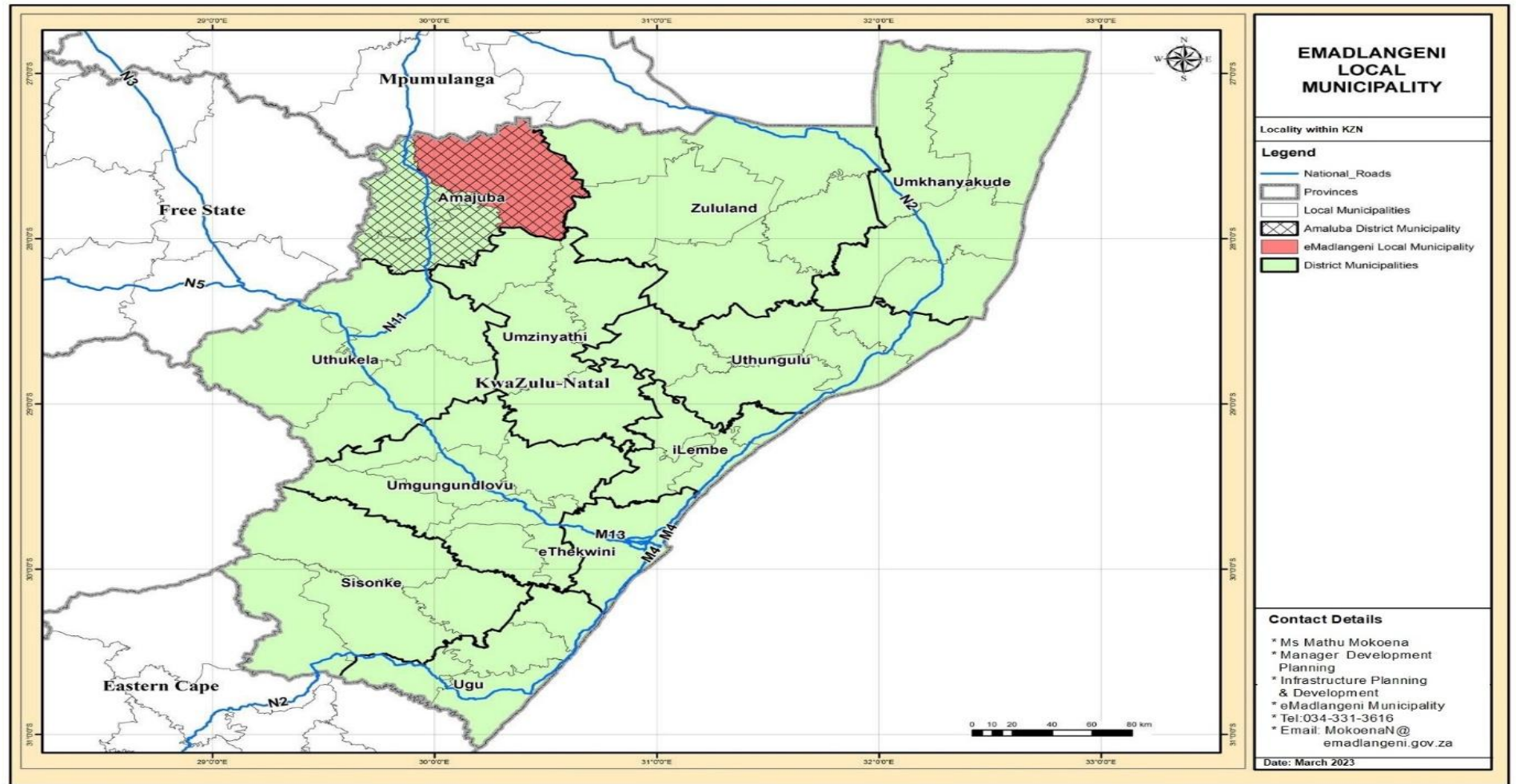
BACKGROUND

The Integrated Development Plan (IDP) in South Africa is an integral planning process that steers development at local levels of government and guides service delivery. The Integrated Development Plan is a planning tool used to implement a cooperative and integrated development approach in South Africa's spatial economy. This IDP process is dominated by community structures and allows for continuous and progressive development. Its development is guided by National and Provincial development and planning policies and other pieces of legislations. Therefore, the IDP is a legal obligation, which all government institutions must adhere to.

As a local government institution, a sphere of government, the eMadlangeni Local Municipality has adhered to municipal development legislations such as the Municipal Systems Act, which states that all municipalities are obliged to undertake an IDP process to produce IDP's. In so doing, the eMadlangeni Local Municipality has considered the IDP Framework Guide as well as the IDP Assessment Criteria during the process. This process is based on a legislative mandate that gives guidance to the development of the IDP. This legislative mandate consists of various guiding documents namely:

- Municipal Systems Act (MSA);
- National Development Plan (NDP);
- Spatial Planning and Land Use Management Act (SPLUMA);
- Provincial Growth and Development Strategy (PGDS);
- Performance Management Regulations.

Map 1: Locality



A.1 SPATIAL LOCATION WITHIN KZN

Located on the R34 regional highway, the eMadlangeni Local Municipality (ELM) is situated approximately 52 kilometers east of Newcastle and 68 kilometers west of Vryheid. It is one of three local municipalities that make up the Amajuba District. Dannhauser Local Municipality and Newcastle Local Municipality complete up the group of municipalities. About 3 539 km² make up this Municipality. The ELM shares boundaries with the Newcastle Local Municipality to the west, Dannhauser Local Municipality to the east, Endumeni Municipality to the south, Edumbe Municipality to the northeast, Abaqulusi to the southeast boundary and Pixely Ka Seme Municipality to the north. The latter forms part of the Mpumalanga Province.

The ELM has the smallest population size within the district as it accounts for only 6% of the district population. The ELM population is spread unevenly among the six electoral wards with 10% residing in urban areas. The majority of the population resides in rural settlements and in commercial farmlands. According to Statistics South Africa (Stats SA), the eMadlangeni Local Municipality (ELM) had a population of approximately 34 442 people in 2011. Currently there are approximately 36,948 people residing in ELM, according to the 2022 Stats SA Census. Compared to 2011, this is a 7.3% increase. The number of households rose from 6 667 to 7 998 in the same time frame.

The town of Utrecht lies within the confines of the Balele Game Park and the Utrecht Community Game Farm, with a total Game Park area of 2500 ha. All the mountains that surround the town are part of the Game Park stocked with animals such as Grey Duiker, Genet and the odd Impala. This is joint initiative between the Municipality and the Balele Conservancy. It has brought about a greater awareness of the magnificent natural surroundings of the town and has shifted the focus of the town from mining to tourism. The Utrecht Community Game Farm is the core of tourism development in the area. Tourism opportunities in the ELM also include trout fishing, hiking, birding tours, birding tours and adventure tourism.

The developed area of town is 100% serviced but large backlogs exist in the rural and land reform areas. The larger, more important services, such as provision of water, sanitation are the responsibility of the Amajuba District while electricity is the responsibility of ESKOM. The ELM is predominantly rural and is characterised by vast commercial farmlands with rural settlements concentrated in selected areas. It has six electoral wards and five Traditional Councils, namely: Ndlamlenze Traditional Council, Thekwani Traditional Council, Amantungwa Traditional Council, Mbatha Traditional Council and Mgundeni Traditional Council.

The municipality's greatest need is economic growth. Diversification of the local economy requires immediate attention. Limited mining occurs while sectors making a notable contribution to the economy of the area include trade, finance and government services. Agriculture is the most important economic sector with excellent potential. Amajuba District is one of the agricultural, particularly commercial stock farming region, in KwaZulu-Natal. Dry land crop production occurs on a small scale, and just 1 000ha is under irrigation. Various small-scale (emerging) farmers, of whom very few have land of their own, are scattered throughout the district. About 300 households have claimed land through the Labour Tenant Act. The economic development opportunities identified for the

eMadlangeni Local Municipality are; Organic farming, Timber and forestry, Game farming and Livestock and dairy farming.

A.1.1. MUNICIPAL DEVELOPMENT STRATEGY AND LONG-TERM VISION

The Vision

By 2036 eMadlangeni Municipality will be a self-sustaining exemplary local municipality with a diverse thriving economy where all citizens enjoy a high quality of life within a sustainable and resilient environment.

The Mission

In pursuit of its development, eMadlangeni municipality pledges to its communities and stakeholders to:

- Be the embodiment of good governance;
- Deliver services in an efficient and effective manner;
- Promote and facilitate sustainable socio-economic development;
- To create mutual trust and understanding between the municipality and the community.
- Promote tourism, agriculture and mining, and facilitate the development of urban hubs in support of these economic sectors and delivery of services.
- To apply good and transparent corporate governance in order to promote community prosperity.

A1.2 KEY CHALLENGES

TABLE 1: KEY CHALLENGES

KPA	KEY CHALLENGES
Basic Service Delivery and Infrastructure Development	• Road infrastructure is poorly maintained • Backlogs in water infrastructure • Backlogs in sanitation infrastructure • The area still has huge backlogs in electricity, especially in the rural areas. • Housing (RDP & rural housing) • Land Issues • Educational Facilities • Telecommunications • Health Services • Access to community services (Thusong Centres)
Local Economic and Social Development (Service Delivery)	• Inadequate use of Arts & Culture Centre (Mangosuthu) • Poor management of Council facilities/loss of income • Staff complement • High unemployment • Aging infrastructure (Roads, Game Park facilities) • Inefficient procedures for EPWP grant application • Marketing and promotion of tourism • Pound management • Implementation of SLPs • Protection of Heritage sites: Isihlahla sikaShaka
Good Governance and Public Participation (Putting People First)	• Overtime and Stand-by costs (institution-wide) • Operational hiccups resulting from financial constraints and thus staff shortage. • Power Supply back-up • Overstretched span of control • Unsatisfactory Leave Management • Lack of Time-keeping • Security for buildings, contents and occupants • Insufficient Maintenance budget, resulting in deterioration of Municipal Buildings. • Outdated electronic Infrastructure (Computers and Telephones)

	• Inadequate background check/screening and qualifications verification • Inadequate Funding for Skills Development Programmes • Lack of records infrastructure in all facilities (Strong rooms, Steel cabinets and burglar guards) • Shortage of space for hardcopies of applications (Internship and Learnerships) • Shortage of Office Space
Municipal Transformation and Institutional Development	• Overtime and Stand-by costs (institution-wide) • Operational hiccups resulting from financial constraints and thus staff shortage. • Power Supply back-up • Overstretched span of control • High vacancy rate • Unsatisfactory Leave Management • Lack of Time-keeping • Security for buildings, contents and occupants • Insufficient Maintenance budget, resulting in deterioration of Municipal Buildings. • Outdated electronic Infrastructure (Computers and Telephones) • Inadequate background check/screening and qualifications verification • Inadequate Funding for Skills Development Programmes • Lack of records infrastructure in all facilities (Strong rooms, Steel cabinets and burglar guards) • Employment Equity Plan • Shortage of space for hardcopies of applications (Internship and Learnerships) • Shortage of Office Space
Municipal Financial Viability and Management (Sound Financial Management)	• Low revenue • High dependency on government grants • Loss of revenue resulting from unpaid tariffs • Grading vs remuneration not proportional • Electricity loss due to theft • Revenue enhancement
Cross cutting measures	• Dissemination of early warnings to relevant communities

	• Limited resources: • Lack rescue vehicle; • No relief material • Enforcement of municipal by-laws • Integrated information management & communication systems (Call-Centre number) • Lack of employment opportunities • Low population • Failure to attract investors • Closure landfill site

A.1.3 KEY CHALLENGES AND INTERVENTIONS

TABLE 2: KEY CHALLENGES AND INTERVENTIONS

KPA	KEY CHALLENGES	INTERVENTIONS
Basic Service Delivery	• Road infrastructure is poorly maintained; • Backlogs in water infrastructure • Backlogs in sanitation infrastructure • The area still has huge backlogs in electricity, especially in the rural areas.	• Bulk water pipeline • Development of a Waste Management Plan • Infrastructure upgrading • Solar energy to meet electrification target
Local Economic Development and Social Development Analysis	• Declining agricultural sector • Weak mining sector • Growing tourism sector • Lower percentage of the population with higher education qualification against a higher percentage with a grade 12 qualification • Low employment levels • High percentage of economically inactive population • Low incomes • Considerable percentage of income earners fall within the income bracket that includes government grant recipients. • Educational facilities require upgrading • Tourism strategy: i.e. game park & birding • Mining Industry- revival and Regulation • High percentage of economically inactive population • Low incomes	• Agri-village development to enhance agricultural output • Infrastructure provision to support and drive agriculture in rural areas. • Development of the tourism sector • Revitalisation of the mining sector • Skills development to allow the absorption of economically active segment of the population • Development of early childhood educational facilities to support the large young population; • there is an opportunity to create employment with the revival of the agricultural sector;

	• Considerable percentage of income earners fall within the income bracket that includes government grant recipients. • Educational facilities require upgrading • Implementation of a Youth programme • Existing co-operatives are not captured on municipality's database • Challenges in monitoring co-operatives. • Electricity loss due to theft	• Youth impact on participating in the municipal • Development of the tourism sector to facilitate the advancement of the second economy into the first economy • Employing alternative energy source to meet electricity targets. • Pilot project for Agri-village in Groenvlei
Good Governance and Public Participation	• Lack of a Community Participation Strategy • Difficulty in reaching all community members due to the scattered nature of settlements	• Fast-tracking recruitment processes for the filling vacant positions, including critical posts, with suitably qualified candidates • Development of a marketing Strategy
Municipal Institutional Development and Transformation	• Review of Housing Plan • Adoption and implementation of sector plans and by-laws • Capacity issues resulting from vacant position • Skills Development and Training • IT systems • Employment Equity (2% disability composition) • Contingency Liabilities (legal) • Adoption of By-laws	• Constant development of staff through training and workshop in order to increase capacity and efficiency. • Meeting the 2% Employment Equity for disability • Adoption of Communication Plan • Training programmes for different municipal structure to equip them with the right skills to undertake respective tasks

		and responsibility in an efficient manner. • Review Housing Plan
Financial Viability and Management	• Low revenue • High dependency on government grants • Loss of revenue resulting from unpaid tariffs • Grading vs remuneration not proportional • Revenue enhancement	• Enforcement of revenue enhancement strategies. • Development of a comprehensive Financial Plan to incorporate Enhancement Strategy and ensure that revenue supports others municipal need • Stringent Enforcement of Property Rates policy
Cross cutting measures	• Disaster management; veld fires and lightning • Relationship between municipality, Traditional Councils and Community Property Associations. • Protection of Sensitive Areas, i.e. Springs and Animal species • Enhancement of Birding • Protection of Heritage sites	• Development and upgrading of tourism attractions and facilities. • Revamping of Balele Game Park and Caravan Park • Development of tourism supply database

A.1.4 PURPOSE

Integrated Development Planning in South Africa is an integral planning process with the aim of steering development at local government level and guiding service delivery. The Integrated Development Plan is a planning tool used to implement a co-operative and integrated development project in South Africa's spatial economy. This IDP process is a covenant between the community structures and the municipality on issues pertaining to the delivery of government services, integrated development and building cohesive communities.

This document presents an Integrated Development Plan (IDP) for the eMadlangeni Local Municipality (KZ253) hereafter referred to as the ELM. 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 agenda for the municipality for the period of 2023 to 2027.

The eMadlangeni Local Municipality IDP informs the budget and responds to community aspirations and needs. It sets the level of economic growth for the municipality's area of jurisdiction thereby identifying economic opportunities and areas of investments. The IDP is a five-year development plan. Its review happens annually to take into account changes in the development trends and patterns within the municipality.

A.1.5 OBJECTIVES OF THE INTERGRATED DEVELOPMENT PLAN

The eMadlangeni Local Municipality IDP adopted a long term planning horizon, but also presents a short to medium term strategic agenda and a detailed five year programme commencing in 2022/2023 financial year and ending in 2026/2027 financial year. This period coincides with the term of office of the incumbent council and aligns with the budget cycle. The IDP is prepared in accordance with the requirements of the Municipal Systems Act and the associated regulations (refer to Box 1), and is intended to serve as a strategic guide for public sector investment and development generally. It is based on the issues articulated by all stakeholders and is informed by the national and provincial development imperatives. Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within the eMadlangeni Local Municipality's area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

Box 1: 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 and coordinates plans and takes into account 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.*

A.1.6 SCOPE OF THE EMADLANGENI IDP

In line with Section 26 of the Municipal Systems Act, which prescribes the key components of an IDP, and the focus on development outcomes, the eMadlangeni Local Municipality IDP has five main sections as follows:

1. An introductory section provides background to the municipality and its area of jurisdiction (Executive Summary).
2. An outline of the key development issues and trends based on an analysis of the current level of development (Situational Analysis).
3. A strategic framework, which outlines a Council long-term vision with specific emphasis on the municipality's most critical development objectives, actions plan and strategies.
4. A capital program including a one-year program, three-year program aligned to the Medium Term Expenditure Framework and the Five (5) Year Plan.
5. Implementation framework, which includes sector plans particularly the financial plan, spatial development framework, organizational performance management system and an organizational transformation and institutional development plan.

The IDP will inform the Medium Term Expenditure Framework (MTEF), and guide the annual budget process. Chapter 4 Section 21 (1) of the Municipal Finance Management Act (MFMA) requires a municipality to align and sustain a close functional link between its IDP and the budget.

A.1.7 APPROACH

The preparation of this IDP is in accordance with the guidelines (Revised KZN IDP Framework Guide dated 23 December 2016) for the preparation of IDPs that the Department of Co-Operative Governance and Traditional Affairs (COGTA) introduced in 2013. The guidelines advocate for a process that is integrative, sustainable, issue driven, people centered, practical and action oriented.

A.1.8 MECHANISMS FOR PUBLIC PARTICIPATION

The IDP preparation process involved extensive stakeholder and public participation as required in terms of Chapter 4 of Local Government: Municipal System Act No. 32 of 2000. This Act stipulates that the IDPs should work as a developmental tool within the district, local municipalities and all other stakeholders. Therefore, all municipalities have a constitutional mandate to encourage the involvement of community participation organizations in the matters of local government. Communication at municipal level will happen through a highly structured and strategic process.

The needs assessment at local level participation will feed into the process through local municipality participation. Other role-players in community participation include Steering Committee, MANCO, IDP Representative Forum etc. Individual and community input will also be requested through the local media, municipal website [print/electronic]. Other communication structures are;

- Mayoral outreach programme / Izimbizo
- Ward Committees
- CDW's / NGO's
- Media

A.1.9 BUDGET PROCESS PLAN FOR 2025/2026 MULTI-TERM BUDGET

The Revised KZN IDP Framework Guide dated 13 February 2023, that the Department of Co-Operative Governance and Traditional Affairs (COGTA) introduced in 2023, guided the development of the IDP for the 2026/27 financial year.

The Municipal Systems Act as promulgated in 2000 describes the various core processes that are essential to realizing the system of developmental local government. These aspects include participative governance, IDP, performance management and reporting, resource allocation and

organizational change. These processes link into a single cycle at the local level that will align various sectoral initiatives from national and provincial government departments.

The table below provides the detailed framework plan for IDP, Budget and OPMS Action Plan for eMadlangeni Local Municipality 2026/27 IDP Annual review. The action plan is broken up into the 4 quarters of the municipal financial year with activities reflecting IDP, PMS and Budget.

TABLE 3: Framework Plan for IDP, Budget and OPMS Action Plan.

PHASE	PROCESS	ACTIVITIES	LEGISLATIVE REQUIREMENT	TIMEFRAMES
QUARTER ONE JULY – SEPTEMBER 2025				
PLANNING PHASE	IDP	Preparation of the Draft IDP/Budget & PMS Process Plan	S28 & 29 of MSA S21 of MFMA	31 July 2025
		IDP & Budget Steering Committee – Presentation of the Process Plan	S17 & 18 of MSA	20 August 2025
		EXCO consideration of the Draft IDP, Budget and PMS Process Plan	S17 & 18 of MSA	21 August 2025
		Tabling of IDP, Budget & PMS Process Plan to Council for adoption	S28 of MSA	28 August 2025
		Submission of IDP, Budget & PMS Process Plan to Amajuba District Municipality and Provincial CoGTA	S27 of MSA	05 September 2025
		Advertise the IDP, Budget & PMS Process Plan in a newspaper and publish on the municipal website	S28 of MSA	05 September 2025
	PMS	Signing of Performance Agreements for Section 57 Managers	S57 of MSA S69(3)(b) of MFMA	31 July 2025
		Submission of Q4 Performance Report (2024/25) to Council	S41 of MSA	
		Submission of the Annual Performance Report to Council for adoption	S46 of MSA	28 August 2025
		Submission of Annual Performance Report to AGSA		31 August 2025
	BUDGET	Submission of Section 71 Report to Provincial & National Treasury	S71(1) MFMA	14 July 2025 14 August 2025 12 September 2025
		IDP & Budget Steering Committee – Presentation of the Annual Financial Statements	S122 of MFMA	20 August 2025
		Develop process plan & timetable for the 2026/2027 budget	S21 of MFMA	31 August 2025
		Submission of 2024/25 Annual Financial Statements to Auditor General for auditing	S126 of MFMA	31 August 2025
	SDF/SDP	Addressing MEC Comments		30 September 2025

		Capturing of LADP’s and Precinct Plans as extension of SDF on going until March.		30 September 2025
		Finalise Sector Plan alignment.		30 September 2025
		Finalise Desktop analysis.		30 September 2025
QUARTER TWO OCTOBER – DECEMBER 2025				
ANALYSIS PHASE	IDP	Consolidation of Situational Analysis Report	S29 of MSA	31 October 2025
		Receive letters from the MEC		31 October 2025
	PMS	Compilation of Quarter 1 Performance Report	S41 of MSA	17 October 2025
		Conduct Section 54&56 Manager Annual Performance Evaluations	Municipal Performance Regulations 2006	28 November 2026
	BUDGET	Submit Section 52(d) quarterly report to Council	S52(d) of MFMA	28 October 2025
		Submission of Section 71 Report to Provincial & National Treasury	S71(1) MFMA	14 October 2025 14 November 2025 12 December 2025
		Submission of D-Form to NERSA	S43 of MFMA	03 November 2025
	IDP	IDP Alignment and Implementation Session		03 – 07 November 2025
		Reviewal of vision, mission, objectives, strategies and priorities, programmes, and KPIs	S21 of MFMA S29 of MSA	01 – 29 November 2025
		Amajuba District Municipality IDP Representative Forum		12 November 2025
		IDP Representative Forum	S17 & S18 of MSA	13 November 2025
		IDP & Budget Steering Committee – Presentation of situational analysis report		20 November 2025
PMS		Draft the 2024/2025 Annual Report incorporating financial and non-financial on performance, audit reports and annual financial statements	S127 of MFMA	12 December 2025
SDF/SDP		Review of Boundaries of nodes, activity streets and corridors		31 October 2025
		Presentation to District Planning Forum		31 October 2025
	Presentation to the First IDP Representative Forum		13 November 2025	

		Incorporation of Scheme, capturing of Scheme information as required by SPLUMA		28 November 2025
		Update the SDP with all new 5-year information		28 November 2025
		Finalization of district and cross border alignment process		19 December 2025
		Finalization of environmental assessment and alignment		19 December 2025
QUARTER THREE JANUARY – MARCH 2026				
PROJECT & INTEGRATION PHASE	IDP	Review prioritization of IDP projects		30 January 2026
		Integration & alignment of projects and programmes of LM, DM, and sector departments		28 February 2026
		IDP & Budget Steering Committee – discuss prioritized projects for 2026/2027 financial year & MEC Assessment Feedback	S17 & S18 of MSA	03 March 2026
		IDP Representative Forum		05 March 2026
		Amajuba District Municipality IDP Representative Forum		11 March 2026
		Consolidation of Draft IDP Document		13 March 2026
		Submit 2026/27 Draft IDP Document to EXCO	S30 of MSA	19 March 2026
		Submit 2026/27 Draft IDP & Budget to Council for adoption		25 March 2026
	PMS	Compilation of Quarter 2 Performance Report		13 January 2026
		Submit S72 Mid-year Performance & Budget Assessment Report to Council for adoption	S72 of MFMA	21 January 2026
		Tabling of the 2024/25 Draft Annual Report to Council	S127(2) of MFMA	21 January 2026
		Make public the 2024/25 Annual Report and invite the local community for comments	S127(5)(a) of MFMA	13 February 2026
		Revise SDBIP in accordance with adjusted budget		28 February 2026
		Compile an Oversight Report on the 2024/25 Annual Report	S129 of MFMA	March 2026
		Council adopts the 2024/25 Annual Report with the comments of the Oversight Committee/MPAC		25 March 2026
		Submit 2026/2027 Draft SDBIP to the Mayor for acknowledgement		25 March 2026
		Conduct Section 54&56 Manager Mid-Year Performance Evaluations	Municipal Performance Regulations 2006	30 March 2026
	BUDGET	Submission of Section 71 Report to Provincial & National Treasury	S71(1) MFMA	14 January 2026 13 February 2026

				13 March 2026
		Submit Section 52(d) Quarterly Report to Council	S52(d) of MFMA	21 January 2026
		Begin the Adjustment Budget Process	S28 of MFMA	26 – 30 January 2026
		Submit the Adjustment Budget to Council for adoption	S28 of MFMA	25 February 2026
		IDP & Budget Steering Committee – Presentation of the 2026/27 Draft Municipal Budget		03 March 2026
		Submit the 2026/27 Draft Budget to Council for adoption	S16 of MFMA	25 March 2026
	SDF/SDP	Alignment of the draft budget and Capital Investment Framework with the SDF		28 February 2026
		Review of Capital Investment Framework and implementation plan		28 February 2026
		Finalization of Local Area Development Planning		25 March 2026
		Finalize SDF and SDP mapping		25 March 2026
		Presentation to the Second IDP Representative Forum		05 March 2026
		Submission of Draft SDF/SDP Review		25 March 2026
QUARTER FOUR APRIL – JUNE 2026				
APPROVAL PHASE	IDP	Advertise the Draft IDP for public comments		30 March 2026 – 20 April 2026
		Submit the Draft IDP Documents to MEC for CoGTA and Provincial Treasury		02 April 2026
		Publicize notices for the Mayoral Stakeholder Engagements tabling the IDP/Budget for 2026/27		20 – 24 April 2026
		IDP & Budget Roadshows/Izimbizo		04 – 08 May 2026
		Draft 2026/2027 IDP Assessment Feedback Sessions		04 – 08 May 2026
		IDP & Budget Steering Committee – Presentation of the IDP & Budget comments, and checklist before the final adoption of the IDP and deliberate the changes to the SDF		20 May 2026
		EXCO consideration and incorporation of public comments in the IDP & Budget		21 May 2026
		Tabling of the 2026/27 Final IDP by Council for adoption		27 May 2026
		Public notice on the approval of the IDP & Budget, and upload to the Municipal Website	S25(4) of MSA	05 June 2026
		Submission of the Final IDP to MEC CoGTA	S32 of the MSA	06 June 2026
	PMS	Submit the 2024/25 Annual Report to AG, Provincial Treasury & CoGTA	S132 of the MFMA	01 April 2026
		Compilation of Quarter 3 Performance Report		15 April 2026

		Submit the 2026/27 Final SDBIP to the Mayor for acknowledgement, 14 days after the adoption of the IDP & Budget	S53(1)(c)(ii) of the MFMA	24 June 2026
		Submit approved SDBIP to National and Provincial Treasury		26 June 2026
	BUDGET	Submission of Section 71 Report to Provincial & National Treasury	S71(1) MFMA	14 April 2026 14 May 2026 12 June 2026
		Submit Section 52(d) Quarterly Report to Council	S52(d) of MFMA	28 April 2026
		Submission of the 2026/2027 Final Budget to Council	S24(1) of the MFMA	27 May 2026
		Submission of the approved annual budget to the National Treasury	S24(3) of the MFMA	10 June 2026
	SDF/SDP	Finalization of sector department alignment process		30 April 2026
		Finalise Capital Investment Framework		30 April 2026
		EXCO recommends adoption of the SDF with IDP to Council		21 May 2026
		Adoption of the SDF by Council		27 May 2026

A.10 SECTOR DEPARTMENT INVOLVEMENT

In general, sector planning is very weak within the South African Local Government system. Participation of government departments in the IDP process is very poor. Departments continue to identify and implement projects outside of the IDP framework. This makes it difficult to align their budgets and integrate development initiatives. Current legislation does not compel sector departments to align their budgets and allocate resources (project funds and human resources) through the IDP process.

As such, the eMadlangeni Local Municipality has engaged sector departments on a one-on-one basis in order to deal with specific issues affecting the municipality and to collect information pertaining to projects that departments implement with the ELM.

A.11 ALIGNMENT WITH THE DISTRICT FAMILY OF MUNICIPALITIES

The municipality participated in various meetings with the district family of municipalities to align the IDPs and also convene Strategic Planning Session which serves as a vehicle for the development of 2026.2027 IDP. The following is an indication of some of the key alignment issues addressed to date. The IDPs of the Amajuba family are focusing on the outcome based IDP approach thereby incorporating the Key Performance Areas developed by national government.

A.12 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipal agenda for a spatial vision is outlined in the Spatial Development Framework (SDF). The SDF is a spatial expression of the municipal development vision and advocates for the creation of a spatial structure that enables integrated and sustainable development. A hierarchy of development nodes were identified within the municipality, eMadlangeni Local Municipality compiled and tabled before Council its final SDF in May 2025, SDF document and Council Resolution are attached as **ANNEXURE A**.

- **Regional centre:** The Newcastle-Madadeni-Osizweni Complex provides for higher order services. The centre comprises of a large population, further to that, the areas economic significance and accessibility makes it a District centre. In addition to the above, the area accommodates a large number of government departments and parastatals, which serves to strengthen the administrative role it plays within the District.
- **Primary Development Node:** Utrecht- is the main economic and administrative hub within the municipality. The area accommodates a greater variety and more permanent higher order of a multitude of services.
- **Secondary Development Nodes:** Groenvlei, Vaalbank/Berouw and Kingsley- these nodes provide supporting services to surrounding settlements. They are equipped with essential service infrastructure but not at the same intensity as the primary node.
- **Tertiary/sub-satellite Nodes:** Reserve, Zaaihoek and Nzima- these are lower order nodes that support secondary development nodes. Although they may not have strong influence and minor development, their location in close proximity to development corridors give them the potential to develop into service nodes.

The N11 national corridor plays a significant role within the Amajuba District. It facilitates external linkages for the eMadlangeni Local municipality with the industrial areas of Newcastle as well north (Johannesburg) and south linkages (Durban). The routes facilitate a mobility function with access at key intersections and/or off-ramps along the route. The identification and classification of movement routes in eMadlangeni reflects function or role, and intensity of use or development along the route/corridor and include;

- **National/Provincial Corridor:** N11 traverses a small portion of the municipality on the extreme western boundary.
- **Primary Corridors:** R34 (P37 & P 41) runs in an east-west direction connecting the municipality to Newcastle via the N11 and Vryheid and the coast to the east.
- **Secondary Corridors:** R33- links the municipality to Dundee and Vryheid and provides access to Kingsley; P43- connects Utrecht to Groenvlei; P42- connects northern settlements to Utrecht via the R34.
- **Secondary Mixed Activity Corridor:** P483-links Utrecht and broadly the municipality to Osizweni, Madadeni and Newcastle west.

- Tertiary Corridors: P279, P269, P332- provide east-west linkages in the municipality and also links the secondary of Groenvlei with sub-satellite node of Blue Mountain and Ingogo rural node in Newcastle.

SECTION B: GOVERNMENT POLICIES AND PLANNING & DEVELOPMENT PRINCIPLES

INTRODUCTION

This section identifies key Planning and Development Principles that guide the IDP and planning decision-making in the Municipality.

B.1 PLANNING AND DEVELOPMENT PRINCIPLES

The following table provides a summary of planning and development principles that underpin the IDP.

TABLE 4: PLANNING AND DEVELOPMENT PRINCIPLES

PLANNING AND DEVELOPMENT PRINCIPLES	DESCRIPTION	APPLICATION OF PRINCIPLES
Spatial Justice (SPLUMA)	Seeks to redress the spatial imbalances of the past through improving access to land and ensuring efficient use of land.	The IDP advocates for development to be focused on identified development nodes and corridors. The capital investment plan directs where public and private investment should occur.
		The IDP identifies various nodes-urban/rural with development potential.
Spatial Sustainability (SPLUMA)	Requires the sustainable use and management of natural resources to ensure the protection of prime land and natural resources.	The IDP identifies environmentally sensitive areas and significant areas for agricultural development that should be protected and preserved for agricultural practices.
Spatial Efficiency (SPLUMA)	Advocates for the effective use of resources such as land and the optimal use of infrastructure	The IDP identifies prime land for preservation and development and where infrastructure should be directed.
Good Governance (SPLUMA)	Suggests the adoption of a transparent and collaborative approach to development and accountability of local government	The IDP identifies cross-boundary alignment with neighbouring municipalities. It also identifies structures at ward level that facilitate

PLANNING AND DEVELOPMENT PRINCIPLES	DESCRIPTION	APPLICATION OF PRINCIPLES
	to decisions within their jurisdiction. Furthermore, it requires a public participatory element to development planning within local government.	participatory planning within the municipality.
		LED Strategy: integrative approach that includes all local role-players as well as all internal structure.
Spatial Resilience (SPLUMA)	Flexibility in spatial plans and land use management systems to ensure that settlements can recover from environmental and economic shocks.	The IDP discusses Disaster management within the municipality including, risk reduction and prevention.

B.1.2. POLICY CONTEXT

National policies and imperatives provide a framework within which development should take place. This section analyses the global, national, provincial and local policy and legislative framework that guide development. EMadlangeni Local Municipality acknowledges these and strives towards their effective implementation.

B.1.2.1 GLOBAL POLICY CONTEXT

B.1.2.1.1 Sustainable Development Goals

The Sustainable Development Goals (SDGs) were adopted in 2015 and focus on 17 goals. They build on the successes of the Millennium Development Goals (MDGs). Critically, they recognise that poverty eradication must be accompanied by strategies aimed at economic growth, addressing social needs and the tackling of climate change and environmental protection in the process. South Africa, as a country and member of the United Nations, is committed to the 2030 Agenda for Sustainable Development. The seventeen SDG's are embraced in all spheres of government and are in line with the NDP.

EMadlangeni Local Municipality strives for the development of the municipal area in a way that will address the advancement of these goals.

B.1.2.1.2 Agenda 2063

The African Union adopted its 50-year strategic framework for socio-economic transformation within the African continent in 2015, Agenda 2063. Agenda 2063 is both a Vision and an Action Plan towards holistic development on the African continent. Furthermore, it builds on past and present growth initiatives and seeks to accelerate the implementation of these. The framework identifies seven

aspirations for growth and development within the African continent across all sectors: social, economic, political and environmental. South Africa is also dedicated to the realisation of these aspirations and has aligned these with national priorities. Some of the key priorities of Agenda 2063 are echoed in the Key Performance Areas within the IDP and overall they are echoed in the strategies and priorities of the NDP.

B.1.3. NATIONAL POLICIES AND PRIORITIES

B.1.3.1.1 Constitution of the Republic of South Africa Act, No.108 of 1996

The Constitution is the supreme law of the Republic. The Constitution recognises three spheres of government, which are interdependent and must ensure vertical and horizontal alignment. Section 152 of the Constitution lists the 5 objects of local government as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To encourage the involvement of communities and community organisations in the matters of local government.

Furthermore, Section 156 of the Constitution assigns powers and functions to municipalities as stipulated in Schedule 4, Part B of the Constitution. The development of an IDP is in fulfilment of the municipality's constitutional mandate to spatial planning.

B.1.3.1.2 National Development Plan

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 a number of strategic interventions to address these issues. These strategic interventions cover the social, economic, environmental and political spectrum of development. The 5 national priorities include Job creation (Decent work and economic growth); Education; Health; Rural development, food security and land reform; Fighting crime and corruption; Nation-Building and Good Governance. EMadlangeni strives to attain these priorities within a local context and further execute the critical role played by local government in the effective implementation of the NDP.

B.1.3.1.3 The 14 National Outcomes

Government introduced the outcomes based approach and adopted fourteen outcome areas. The objective is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

Outcome 9 specifically relates to local government and calls for 'Responsive, accountable, effective and efficient local government system'. EMadlangeni has to respond to the outputs set out in Outcome 9 and deal with issues facing the municipal area. The municipality also has to ensure the provision of efficient and effective services to its communities. The municipality is committed to implementing the respective outputs by focusing on improved service delivery, economic, environmental and social development.

The seven outputs of outcome 9, are indicated below:

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

BOX 2: 14 NATIONAL OUTCOMES

1. An improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All South Africans should be safe and feel safe.
4. Decent employment through inclusive growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable, sustainable rural communities with food security for all.
8. Sustainable human settlements and an improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and enhanced.
11. A better Africa and a better world because of South Africa's contributions to global relations.
12. An efficient and development-oriented public service and an empowered, fair and inclusive citizenship.
13. An inclusive and responsive social protection system.
14. Transforming society and uniting the country.

OUTCOME 9:

B.1.3.1.4 Local Government Back to Basics

The Local Government Back to Basics programme was initiated by the National Department of Cooperative Governance and Traditional Affairs (COGTA) and is founded on the following pillars:

- Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. This is the essence of our 'back to basics' approach.
- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
- Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

B.1.3.1.5 Operation Clean Audit

Operation clean audit is a government initiative aiming at giving support to local municipalities to ensure clean audits, transparency and improved service delivery. The municipality identifies the need to have a clean audit as one of their strategic objectives. It is envisaged that this will be achieved through the creation of awareness in order to improve cooperation from all departments, as well as to ensure that the municipality achieves all the interventions in respect of Municipal Financial Viability & Management, as they will have a huge impact in the audit findings.

B.1.3.1.6 Local Government Management Improvement Model

The Local Government Management Improvement Model (LGMIM) is a management information tool for the management of municipalities to reflect upon their operational and management practices and focus on gaps that might exist in order to improve service delivery. The LGMIM focuses on the following:

- Integrated Planning and Implementation;
- Service delivery;
- Human Resource Management;
- Financial Management;
- Community Engagement; and
- Governance.

B.1.3.1.7 DISTRICT DEVELOPMENT MODEL (DDM) STRUCTURES

The District Development Plan aims to improve the coherence and impact of government service delivery with a focus on 44 Districts and 8 Metros around the country as development spaces that can

be used as centres of service delivery and economic development, including job creation. The DDM enables synergy between national, provincial and local priorities; and implementation of immediate priority projects and actions as well as long term strategic framework for predictable, coherent and effective service delivery and development.

B.1.3.1.8 National Government adopted a National Infrastructure Plan in 2012.

The intention of the plan is to transform the economic landscape of South Africa, while simultaneously creating significant numbers of new jobs, as well as to strengthen the delivery of basic services. The plan identified 18 Strategic Integrated Projects (SIP), which were adopted by Cabinet.

SIPs of specific importance for eMadlangeni include the following:

SIP 11 is crucial for predominantly rural municipalities and emphasise investment in agricultural and rural infrastructure. This allows for growth in production and employment from both small-scale farming and rural development.

SIP 18: Water and Sanitation Infrastructure. SIP 18 is a ten-year plan that seeks to address backlogs in water supply and basic sanitation to households. This will help serve social needs through efficient basic service delivery.

B.1.3.1.9 Medium Term Strategic Framework

The Medium-Term Strategic Framework is a strategic five-year implementation plan for the 2014-2019 electoral term. It sets out actions and targets for government within the five-year period. Furthermore, it aims to ensure policy coherence, alignment and coordination across government plans and alignment with budgeting processes. It forms part of the key implementation framework for the NDP and is structured around the 14 key outcomes of the NDP. Noteworthy, the framework has two overarching strategic themes; radical economic transformation and improving service delivery, which encapsulates its priorities and their translation into the fourteen key outcomes of the NDP. The framework calls for local government that is responsive, accountable, effective and efficient.

Table 5: IDP Alignment with national Policy and Priorities

NATIONAL POLICY AND PRIORITIES	IDP ALIGNMENT
Sustainable Development Goals	The municipality agri-village project and food are aimed at eliminating poverty The ELM is also looking at alternative energy source to endure the provision of service infrastructure to areas in need.

Constitution of the Republic of South Africa Act, Act No. 108 of 1996	The IDP addresses challenges within the municipality to ensure the fulfilment of rights enshrined in the constitution, i.e. housing, services, education, health etc. eMadlangeni Local municipality holds itself to the fulfilment of the five objects of local government as ascribed by the constitution The development of the municipality's IDP is also in fulfilment of the powers and functions of municipalities as ascribed in section 156 and schedule B of the Constitution.
National Development Plan 2030	eMadlangeni LM has developed an LED Strategy that identifies areas and programmes that will promote economic growth and development.
The 14 National Outcomes(Outcome 9)	The municipality has implemented a number of community programmes addresses the Outcome 9 The SDBIP indicates the projects to be undertaken by the municipality and all stakeholders to be involved in these as well as budget indication for these projects.
Local Government Back to Basics	The municipality has put in place interventional measures that address the basic services backlogs, The ELM will develop a communication strategy that guides on how to engage and promote good governance & public participation. The municipality has also identified certain areas to assist with improving its financial management and institutional capacity
National Infrastructure Plan	The municipality has identified priority areas in need of water and sanitation infrastructure.

	The municipality has also identified alternative energy sources to meet service delivery targets in electricity supply

B.1.3.1.10 NATIONAL INFRASTRUCTURE PLAN

National Government adopted a National Infrastructure Plan in 2012. The intention of the plan is to transform the economic landscape of South Africa, while simultaneously creating significant numbers of new jobs, as well as to strengthen the delivery of basic services. The plan identified 18 Strategic Integrated Projects (SIP), which were adopted by Cabinet.

SIPs of specific importance for eMadlangeni include the following:

- SIP 11 is crucial for predominantly rural municipalities and emphasise investment in agricultural and rural infrastructure. This allows for growth in production and employment from both small-scale farming and rural development.
- SIP 18: Water and Sanitation Infrastructure. SIP 18 is a ten-year plan that seeks to address backlogs in water supply and basic sanitation to households. This will help serve social needs through efficient basic service delivery.

B.1.3.1.11 State of The Nation Address

The State of the Nation Address (SONA) 2026 in South Africa was delivered by Cyril Ramaphosa on 12 February 2026 before a joint sitting of Parliament in Cape Town City Hall.

Key Highlights of the Address:

1. Economic Growth and Job Creation

- Government reaffirmed its commitment to inclusive economic growth and reducing unemployment
- Continued implementation of the Economic Reconstruction and Recovery Plan
- Planned large-scale infrastructure investment to stimulate economic activity and job creation

2. Infrastructure Development and Service Delivery

- The president stated the prioritisation of investment in energy; transport; water and sanitation; and digital infrastructure
- Emphasis on improving municipal performance and accountability
- Urgent interventions to address water shortages and service delivery failures

3. Energy Security

- Continued reforms to stabilise electricity supply
- Expansion of removable energy capacity
- Measures to strengthen the performance of Eskom and reduce load shedding

4. Crime and Security

- Intensified efforts to combat violent crime, corruption, and organised crime
- Deployment of additional law enforcement resources
- Strengthening of intelligence and investigative capacity
- Crackdown on illegal mining and illicit economic activities

5. Social Development and Poverty Alleviation

- Continued support for vulnerable households through social grants
- Focus on reducing poverty and inequality

6. Digital Transformation

- Introduction of a digital government platform to improve service access
- Development of a digital identity system
- Use of technology to enhance efficiency in public administration

Conclusion

President Cyril Ramaphosa's 2026 State of the Nation Address provided a comprehensive overview of South Africa's achievements, acknowledged existing challenges, and outlined a strategic vision for the future. The emphasis on economic revitalization, infrastructure development, social justice, and international engagement reflects a holistic approach to governance aimed at fostering sustainable growth and societal well-being.

B.1.4 PROVINCIAL POLICY CONTEXT AND PRIORITIES

B.4.1.1 Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (PGDS) presents a long-term vision and outlines a strategic growth and development agenda for the province. 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). The municipality's role within the provincial development agenda of the PGDS is noted in the economic, environmental and social position it is located within the strategy.

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.

Table 6: PGDS Goals

PGDS STRATEGIC GOALS	APPLICATION
Human Resource Development	The municipality is facilitating the development of an Amajuba FET College satellite branch and the development of crèches to promote early childhood development.
Inclusive Economic Growth	The municipality focuses on the implementation of the Extended Public Works Programme. There is also a focus on the implementation of the Community Work Programme, promotion of SMME's and Cooperatives Infrastructure, investment and development and the promotion of mining activities.
Human and Community Development	The municipality aims to focus on the constructing and maintaining access roads, to encourage and facilitate participation in Operation Sukuma Sakhe and the implementation of EPWP and CWP.
Strategic Infrastructure	Capital budget to fund the development of tourism and agriculture as well as transport and service infrastructure.
Environmental Sustainability	Promoting solar powered energy and green building.
Governance and Policy	At a district level there is an IGR structure formed wherein the MM's meet to discuss matters relating to the municipalities. Fraud & corruption strategy is in place. Transparency is being promoted through the public participation strategy/policy that is in place, and the community is engaged in processes undertaken by the municipality and the municipality plays the accountability role to the local community.
Spatial Equity	The municipality's SDF and LUMS are in place to guide the allocation and utilisation of human and environmental resources towards sustainable growth and development, and they are being reviewed annually.

B.1.4.1.2 KZN PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The PGDP is an implementation Framework for the province. The main purpose of this PGDP document is to enabling the province to measure its progress in achieving the accepted growth and development goals.

B.1.4.1.3 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS) (2016)

The KZN PSEDS is a framework for prioritization of spatial economic development initiatives in the province. The 2007 version of the strategy is currently under review to be updated to align with the changing policy environment in the country and with the trends and patterns that have characterized the province since then. This review has resulted in the identification of new nodes and corridors for prioritization. These include the identification of the R34 as part of the economies of scale corridor as a result of its diverse services to international, national and provincial clients (link to Richards Bay Port).

B.1.4.1.4 State of the Province Address

KwaZulu-Natal State of the Province Address (SOPA) 2026

Introduction

On February 27, 2026, Premier Thamsanqa Ntuli delivered the State of the Province Address (SOPA) at the KwaZulu-Natal Legislature in Pietermaritzburg. This address outlined the provincial government's priorities and initiatives for the year, reflecting on past commitments and setting the course for future developments.

Key Highlights of the Address

1. Economic Challenges and Fiscal Management

Premier Ntuli acknowledged the province's economic hurdles, including a high unemployment rate exceeding 30%, with youth unemployment being particularly severe. He emphasized the administration's commitment to prudent financial management, ensuring that every rand spent serves the people and advances the vision for economic stability and inclusive growth.

2. Social Justice and Service Delivery

The Premier reaffirmed the government's dedication to social justice, highlighting efforts to combat poverty, reduce inequality, and improve access to quality education and healthcare. He noted that citizens express satisfaction with social grants, housing, and education services, guiding the government's priorities for action.

3. Addressing Crime and Public Safety

Recognizing that law and order are foundational to investment and social progress, the Premier reported on critical interventions such as the Social Crime Prevention Summit held on August 2, 2025. He highlighted the launch of the Council Against Crime in February 2026 as a pivotal platform in the collective fight against lawlessness.

4. Transport Sector Reforms

Engagements with stakeholders in the transport industry addressed permit disputes and related challenges. Initiatives included streamlining the processing of operating licenses to reduce turnaround times, aiming to enhance efficiency within the sector.

5. Public Engagement and Transparency

The administration has been committed to fostering sustainable dialogue on pressing community challenges. Over the past eight months, extensive engagements with stakeholders across government, business, labor, and civil society have been conducted, reflecting a government founded on honesty, accountability, and service.

Conclusion

Premier Thamsanqa Ntuli's 2026 State of the Province Address provided a comprehensive overview of KwaZulu-Natal's achievements, acknowledged existing challenges, and outlined a strategic vision for the future. The emphasis on economic revitalization, social justice, public safety, and transport reforms reflects a holistic approach to governance aimed at fostering sustainable growth and societal well-being.

B.1.5. LOCAL POLICY CONTEXT AND PROGRAMMES

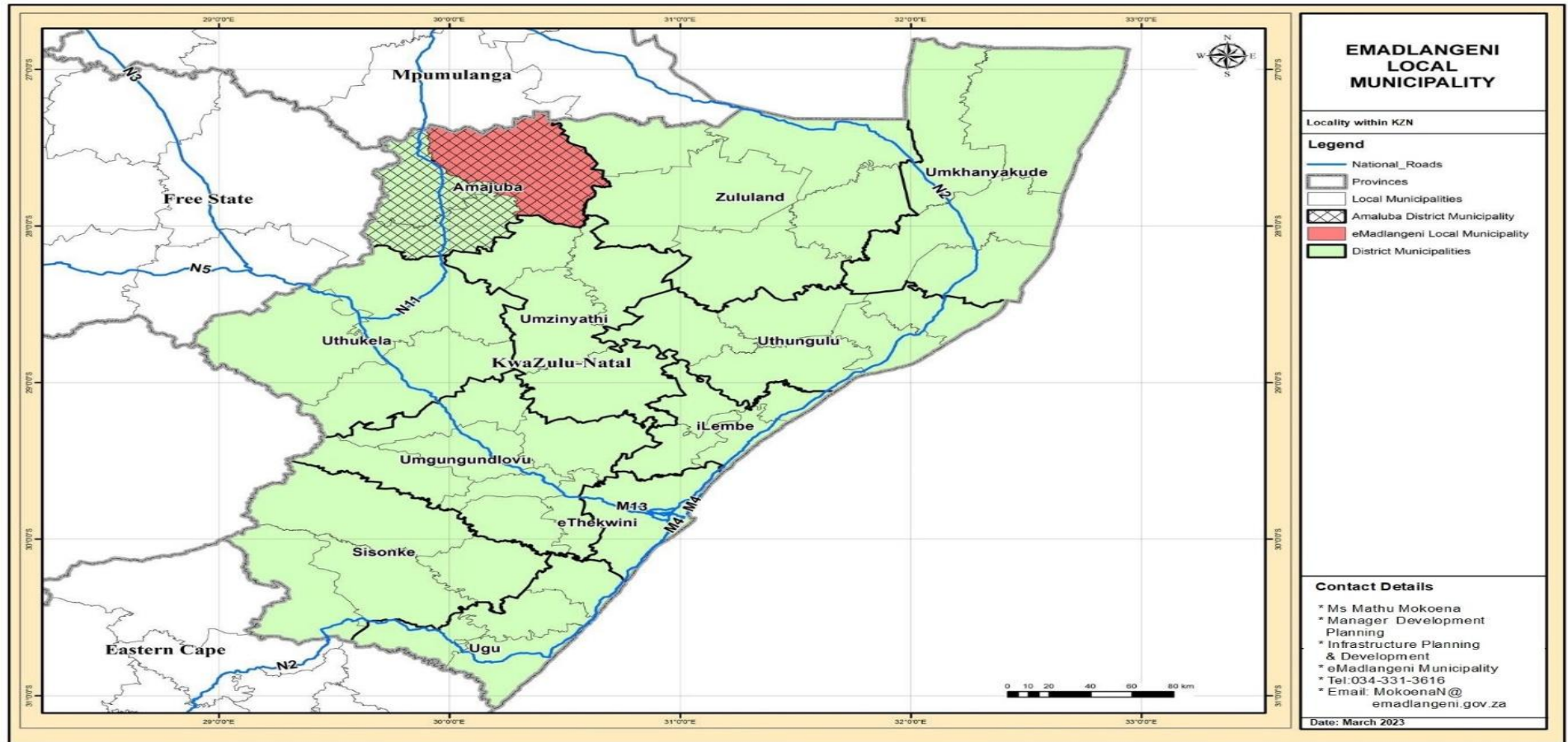
B.1.5.1.1 Amajuba District Growth and Development Plan

The Amajuba District Growth and Development Plan is intended to translate the Provincial Growth and Development Strategy into a more localized and implementable plan at a district level. It identifies a number of strategic objectives and then details the strategic programmes and key intervention areas required to ensure the realization of those objectives. Furthermore, it also maps out the spatial vision for the district and details the various key elements forming part of the spatial vision. These spatial development elements identified at a district level will inform the eMadlangeni IDP.

SECTION C: SITUATIONAL ANALYSIS

C. Situational Analysis

Map 2: Locality Within KZN



C.1. Demographic Characteristics

Statistics South Africa has released the 2022 Census results. This information was used to analyze the trends in demographic and social economic profiles. The 2011 Census and the Census 2022 data was then used to compare trends and patterns within the municipality.

TABLE 7: KEY DEMOGRAPHIC STATISTICS

	2011				2022			
Population size	34442				36 948			
Population Growth	0.65%				7.3%			
Households	6252				7 998			
Males per 100 females	103				103.1			
Dependency Ratio per 100 (15-64)	74				69.3			
Age	>14	15-34	35-64	65<	>14	15-34	35-64	65<
	35.85%	35.06%	24.02%	5.07%	29%	35%	29%	6%

Population Size and Growth

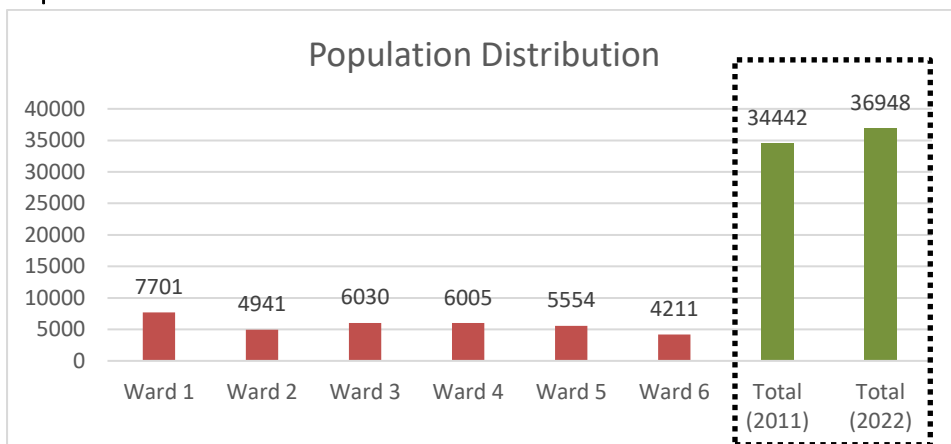
Table 8: District population growth trends

Municipality	Population			Population Growth (% p.a.)	Share of District population		Extent (km ²)
	2001	2011	2022	2011-2022	2011	2022	
Newcastle LM	33298 1	363236	507 710	39,7%	75.67%	74%	1 855
EMadlangeni LM	32277	34442	36 948	7,2%	6.89%	5%	3 539

Dannhauser LM	102779	102161	142750	39,7%	20.44%	21%	1 516
Amajuba DM	468036	499839	687408	37,5%			6 911

Source: Statistics South Africa, Census 2022

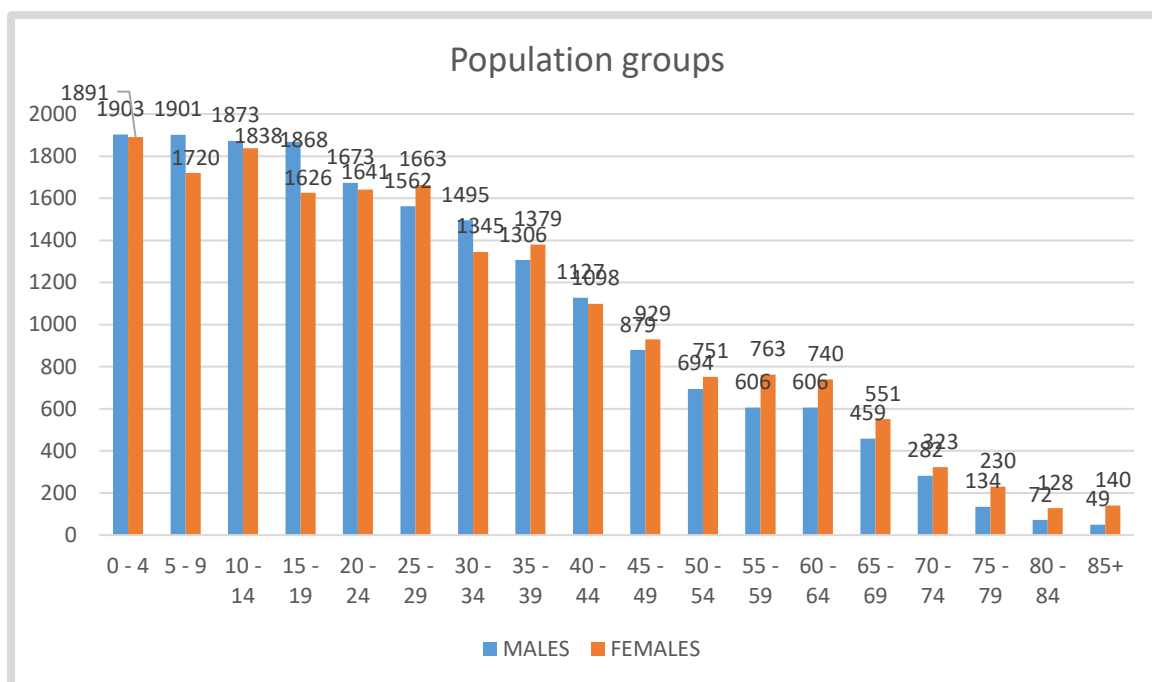
Population Distribution



In August 2016, the Municipal Demarcation Board delimited eMadlangeni Local Municipality into 6 wards. In 2011, eMadlangeni's population was approximated at a total of about 34 442 people. According to the 2016 Census, the total population in the municipality was recorded at approximately 36 869 people. According to Statistics South Africa 2024 Midyear population estimates the eMadlangeni Local population is approximately 48 559 in 2023.

Statistics South Africa 2021 Midyear estimates recorded approximately 48 559 people.

2023 MID YEAR POPULATION ESTIMATES	
Males	25 153
Females	23 406
Total Population	48 559

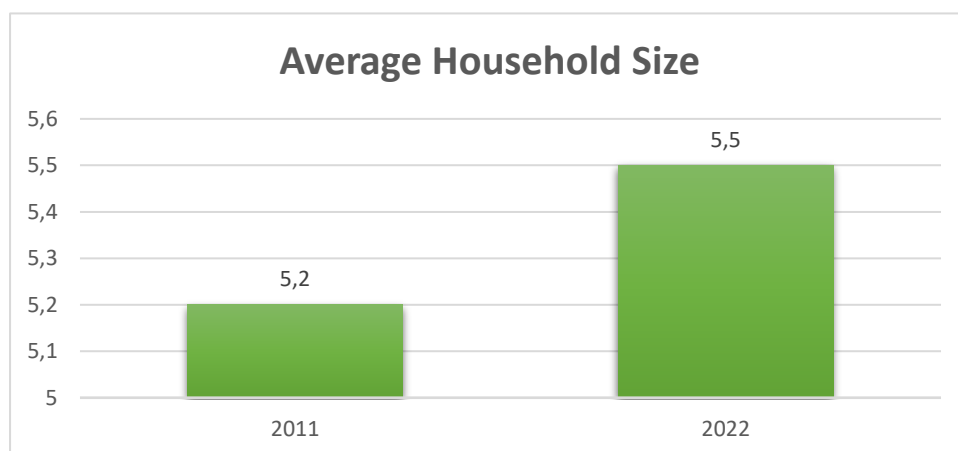


SOURCE: CENSUS 2022

HOUSEHOLD SIZE

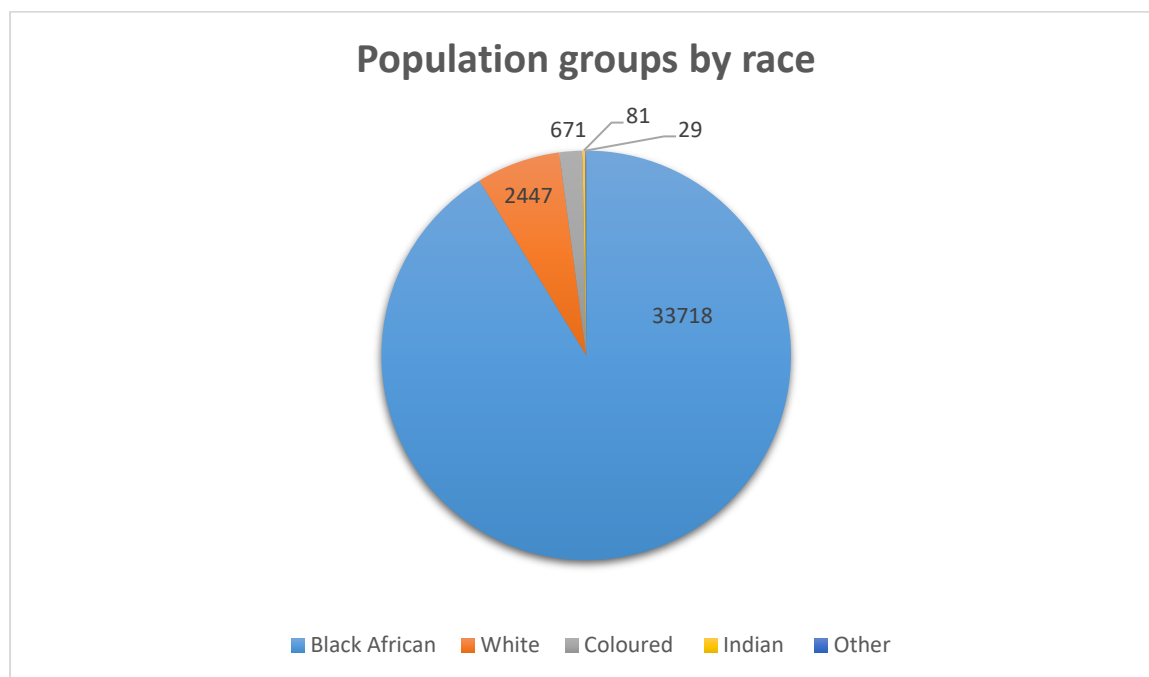
According to the Census 2011 data, the number of households in eMadlangeni was 6 252, which increased by 415 households to 6667 households in 2016. This indicates that as the number of households increase so does the average number of households. This is could be a result of in-migration into the area due to job transfers or a new dwelling for the household. The average household size is illustrated in the figure 1 below.

Figure 1: Average Household Size



Population Groups

Figure 2: Population Groups



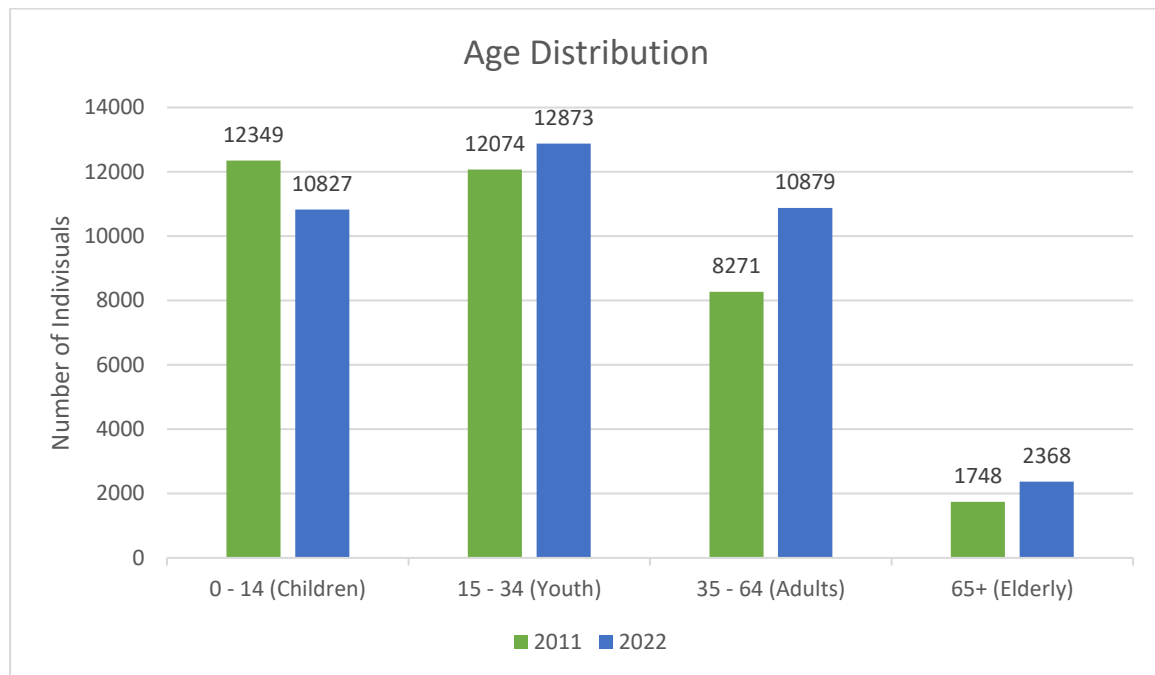
Census 2022

The population groups in eMadlangeni comprises of four categories; Black African, Coloureds, Indians/Asians, White and Other groups that do not fall within any of the other four categories. Majority of the population is made up of Black Africans, most of whom reside in the rural settlements of the municipality. In 2022, the municipality's population comprised of 91.26% of Black Africans while the number of White people in the area increase by 24.33% from 1 986 in 2011 to 2 447 in 2022.

Age Distribution

According to the Statistics South Africa 2022 Census data, the age structure of the population reveals a generally young population (see figure 2) with a large portion falling below the age of 35 being 74.38%. The needs of this generally young population thus become important and it has implications on the provision of educational facilities, social welfare and the stimulation of the economy to provide job opportunities and economic development for the economically active portion of the population.

FIGURE 3: AGE DISTRIBUTION

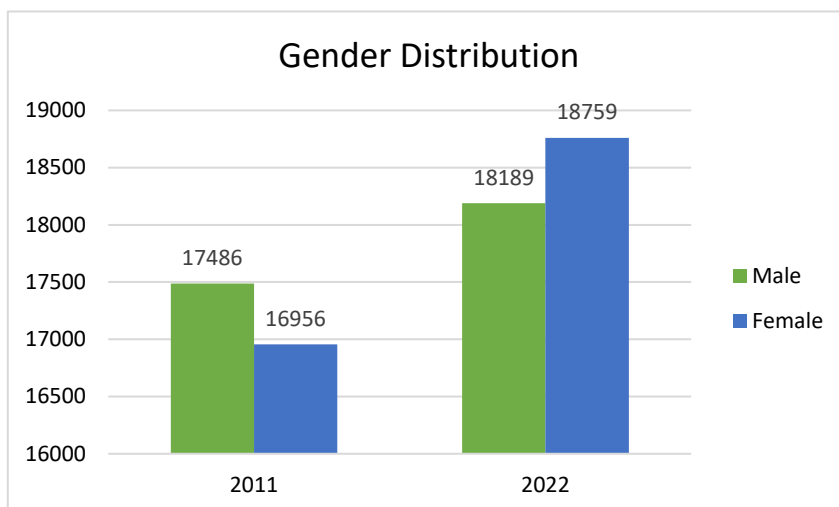


Source: Statistics South Africa, Census 2011 & Census 2022

GENDER PROFILE

EMadlangeni's population is also characterised by a predominant female population, representing 53% of the total population. In 2011, the gender distribution within the municipality comprised slightly of more males than females where males accounted for 50.77% of the population. Between 2001 and 2011 majority of the households in eMadlangeni were male-headed at 67.45% and 61.24%, respectively. Although there are more male-headed households, efforts should be aimed at assisting and empowering women as the number of female-headed household increases.

FIGURE : Gender Distribution



Census 2011 & Census 2022

Figure : Migration Patterns

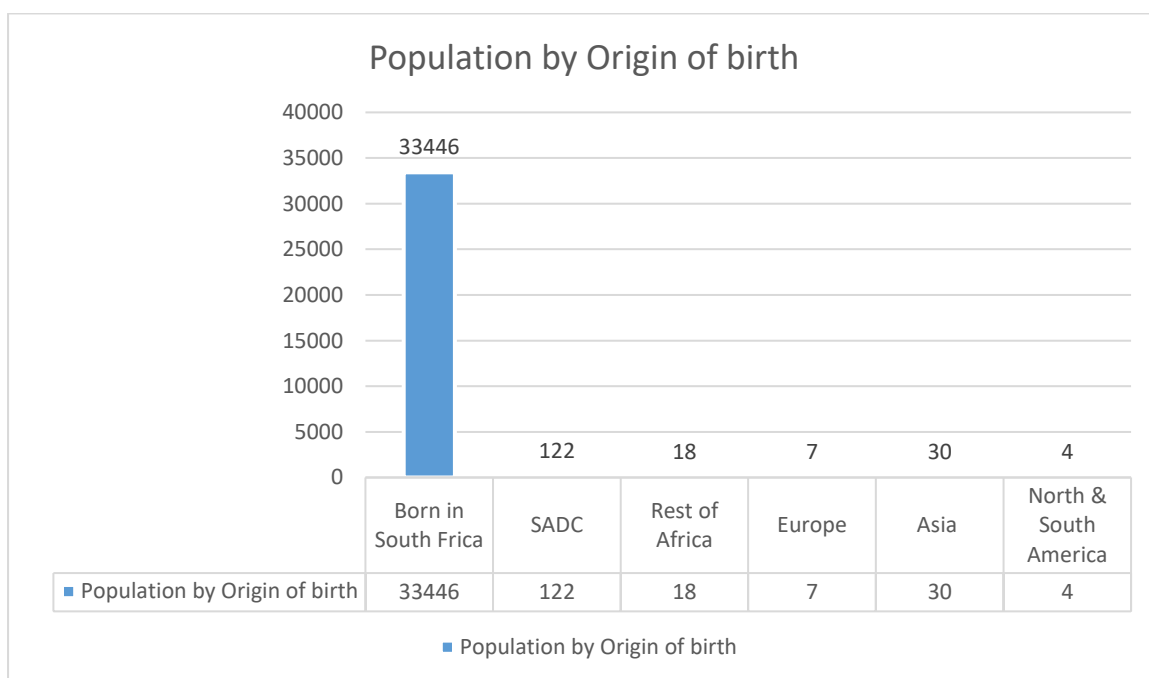
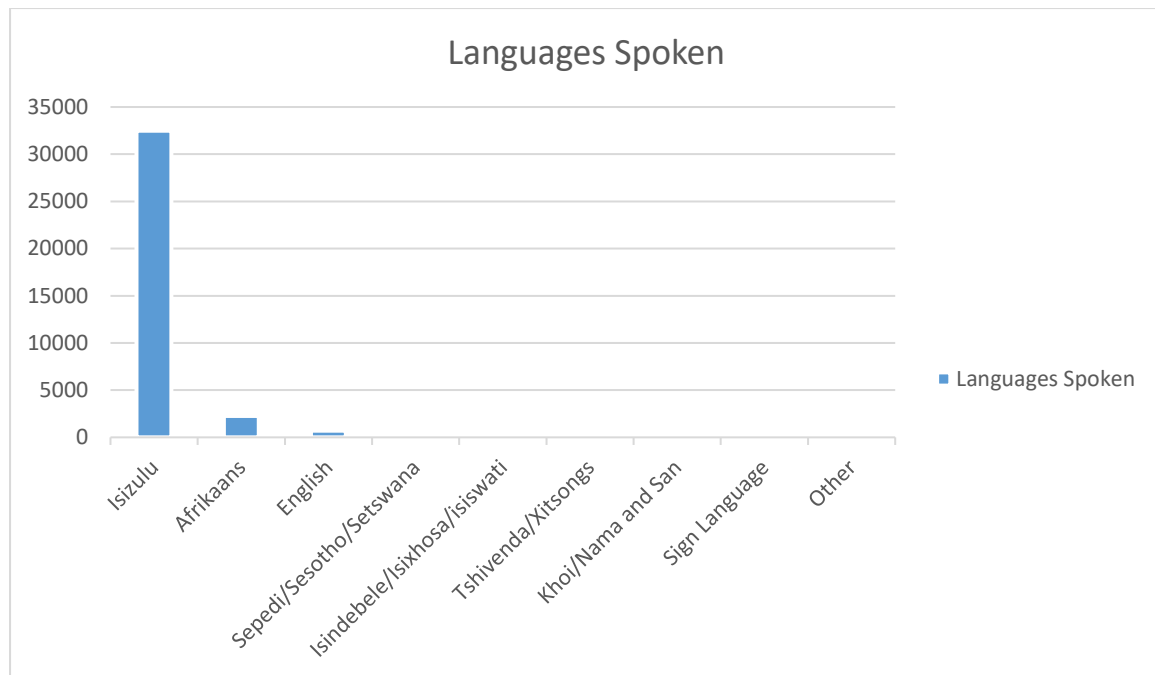


FIGURE : Languages Spoken



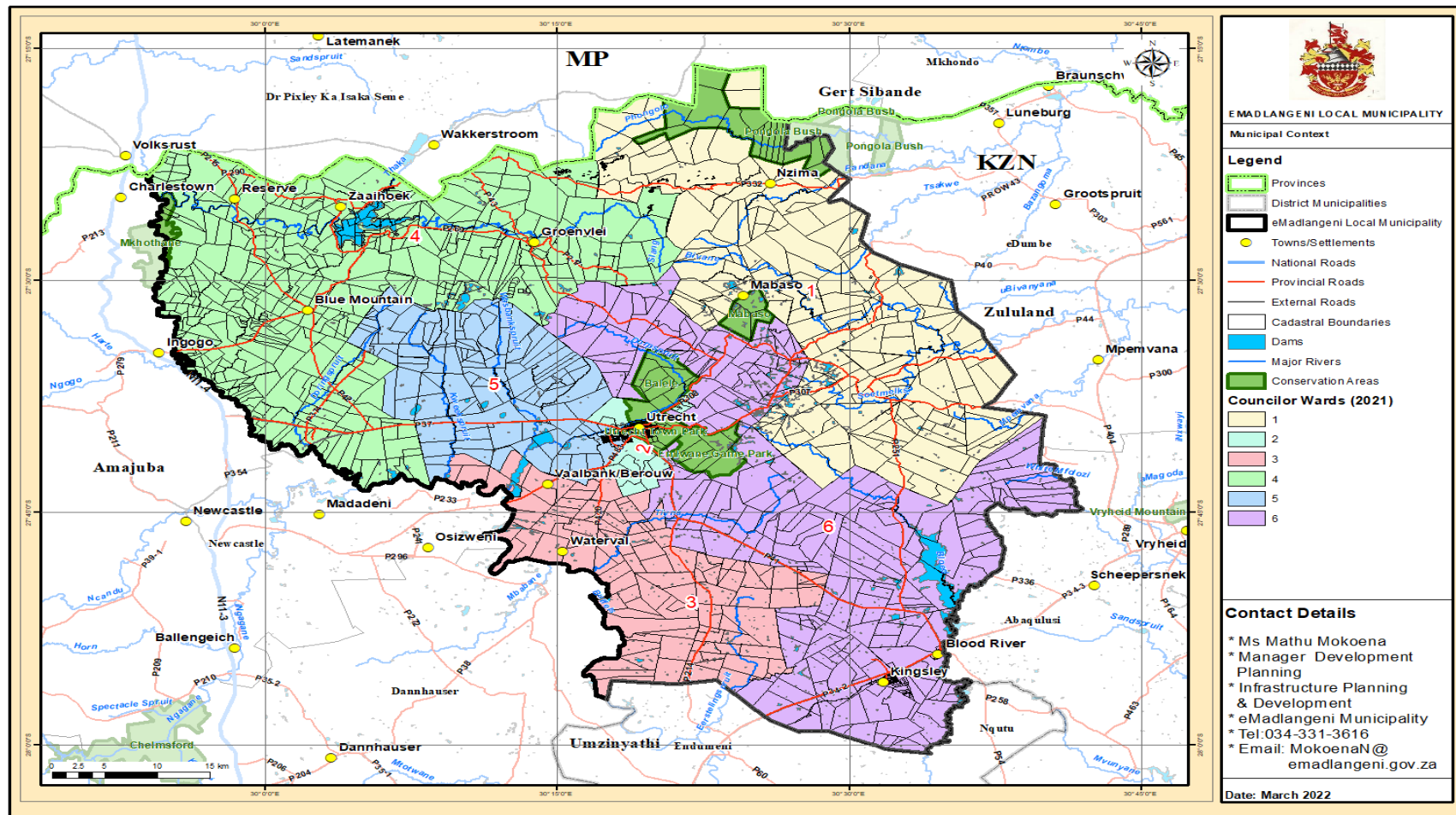
Key Findings

The municipality's demographic trends reveal the following key findings:

- EMadlangeni has been experiencing a steady increase in population size since 2001. The implications for this includes, service delivery in terms of housing and service infrastructure especially.
- The municipality has a generally young population with approximately 73.48% of the population falling under the age of 35. This has implications for education, youth facilities and the creation of job opportunities.
- A majority of the households in the municipality are male-headed. There are slightly more females than males according to the 2016 Census data by Statistics South Africa
- The population is made up of 91.94% of Black Africans while the percentage of White people was recorded at 5.07% in 2016. Other population groups are less represented within the municipality.
- Between 2001 and 2011, ward 2 has recorded the lowest population number, it coincidentally includes Utrecht town which is the Primary node of eMadlangeni.
- Changes in household size can be attributed to circular migration.

C.1.3.1 SPACIAL ANALYSIS

Map 3: Municipal Context



C.1.3.1. Regional Context

EMadlangeni Local Municipality (KZN 253) is one of three local municipalities within Amajuba District Municipality. It is the largest local municipality in the District in terms of geographical size measuring at 3 539 Km². The municipality covers the central regions of Amajuba District on the north-western parts of KwaZulu-Natal.

The major transportation route within the municipality is the R34. The N11, which borders a small section of the municipality on the western portion, connects the municipality to outer areas of Newcastle and Volksrust. The R34 runs through the district and divides the municipality into north and south regions. The northern region includes Utrecht, Groenvlei and Blue Mountain while the southern region includes Kingsley. The R34 further connects to the R33 on the south linking the municipality with Dundee.

Municipality	Extent (km ²)
Newcastle Local Municipality	1 855
EMadlangeni Local Municipality	3 539
Dannhauser Local Municipality	1 516
Amajuba District Municipality	6 911

Table 9: District municipalities

C.1.3.2 ADMINISTRATIVE ENTITIES

EMadlangeni Local Municipality comprises of 6 wards as indicated on Map 3. The municipality has 5 traditional councils namely; Ndlamlenze Traditional council, Amantungwa Traditional Council, Thekwani Traditional Council, Mgundeni Traditional Council and Mbatha Traditional Council.

C.1.3.3 STRUCTURAL ELEMENTS

The municipality's main structuring elements should be acknowledged as follows:

- R34 runs through the municipality linking it to Newcastle and Vryheid. The R34 also provides linkages between Free State and the port in Richards Bay.
- Rivers and Wetlands: There are three wetlands found in eMadlangeni, namely; Groenvlei, Boschoffvlei and Blood River Vlei.

- Topography: The municipality is characterised by vast land accommodating a range of scattered settlements. The majority of the municipal area is made up of moderate to gentle slopes while the northern region contains the steepest terrains in the municipality where altitudes increase to 1,900m above sea level (SDF 2023). Coincidentally, the northern region is where the Balele Mountains are located.
- Dams: The Zaaihoek Dam on the north that forms part of the Groenvlei wetland system.

C.1.4 EXISTING NODES AND CORRIDORS

Nodes and corridors are significant structuring elements that allow for the concentration of activities and land uses. The development of nodes enforces easy access to opportunities, services and social facilities. Corridors are linking networks between nodes and are areas where a high intensity of development would occur and be encouraged. The level of intensity of nodes depends on their size and their relation to corridors. In turn, corridors also influence nodes in terms of mobility and access and they include access to public transport.

C.1.4.1 DEVELOPMENT CORRIDORS

The R34 is a Primary/major movement corridor within the municipality. It links to the N11 on the western portion, connecting eMadlangeni with Newcastle and Volksrust. The R34 also connects eMadlangeni with Vryheid in a south-eastern direction via the R33.

- Secondary movement corridors within the municipality include the following: The R33 (P43-2) links eMadlangeni to Dundee and Vryheid. It also intersects with the R34 Primary corridor at Blood River. The P483 road links eMadlangeni with Osizweni and Emadadeni. The P483 is also a Mixed Activity Corridor links eMadlangeni to Osizweni, Madadeni and western parts of Newcastle. P43: this road connects the town of Utrecht with Groenvlei on the north and links to the R543 connecting eMadlangeni with Wakkeestroom in the Mpumalanga province.
- The P308 connects to the P43 linking Groenvlei and the Town of Utrecht. The P42 provides access to the north western settlements within the municipality. It also links to the P215 which connects the north western settlements to Wakkeestroom and Volksrust via the R543 in the Mpumalanga province.
- The P269 links Groenvlei and Nzima settlement on the northern portion of eMadlangeni. It also links Groenvlei to the Zaaihoek Dam and Zaaihoek settlement. Tertiary corridors within eMadlangeni include; The P279 which links Blue Mountain to Ingogo rural settlement in Newcastle. The P332 provides access to the biodiversity region on the northern quadrant of the municipality and

access to eDumbe municipality. There is also a tertiary corridor that runs in a north-south direction where it intersects with the P269 and links Groenvlei to Zaaihoek.

C.5.1.2 DEVELOPMENT NODES

C.5.1.2 PRIMARY DEVELOPMENT NODE: UTRECHT

Utrecht serves as the municipality's primary development node and plays an administrative and economic role within the municipality. The node offers a great variety of services and accommodates a diversity of land uses.

C.15.2.1 SECONDARY DEVELOPMENT NODES

Three secondary nodes are identified in eMadlangeni and include; Groenvlei, Vaalbank/Berouw and Kingsley. Secondary nodes provide supporting services to surrounding settlements and have higher order services compared to tertiary nodes. These are developed with supporting services which are smaller in scale but critical for surrounding communities including; clinics, schools, police stations, regional offices and commercial activities.

Groenvlei is located on the north of Utrecht and is linked to Wakkerstroom in Mpumalanga and Paulpietersburg in Edumbe municipality. The node is supported by basic services including a Police Station and a clinic.

Vaalbank/Berouw is located on the west of eMadlangeni along the P483. The area is a land reform settlement and lies in close proximity to the Dicks cluster in Newcastle. The settlements is equipped with a filling station and is also the home to the Amantungwa Tribal Court.

Kingsley is located on the south of the municipality and is linked to Utrecht via the R34. It lies along the R33 which links it to Dundee and Blood River. The node also has basic services such as a police station

C.5.1.2.2 TERTIARY DEVELOPMENT NODES

Tertiary development nodes are sub-service satellites that deliver supplementary service to surrounding communities. These nodes provide services to the local rural community and surrounding settlements. They include Reserve, Zaaihoek and Nzima.

Reserve: is a land reform settlement located on a farm in ward 4. The node has the potential to serve surrounding settlements especially to the north. The area is currently experiencing growth pressures resulting in the northward growth towards Volksrust. Reserve has a primary school while other social facilities are limited in the area. As a result, the community makes use of facilities in the neighbouring settlement areas of Volksrust.

Zaaihoek: is located in ward 4 on portion 7 of the farm 377. It is under the traditional leadership of iNkosi uShabalala. The settlement has a tribal court, a primary school, a community hall and sports grounds.

Nzima: is a settlement located on the upper eastern portion of the municipality within ward 1. The settlement is under the of iNkosi Nzima. A tribal court and a school are found in the area while other social facilities are lacking.

C.2 CROSS CUTTING

C.2.1 ENVIRONMENTAL ANALYSIS

C.2.1.1 BIODIVERSITY AND PROTECTED AREAS

C.2.1.1.1 KEY HYDROLOGICAL FEATURES

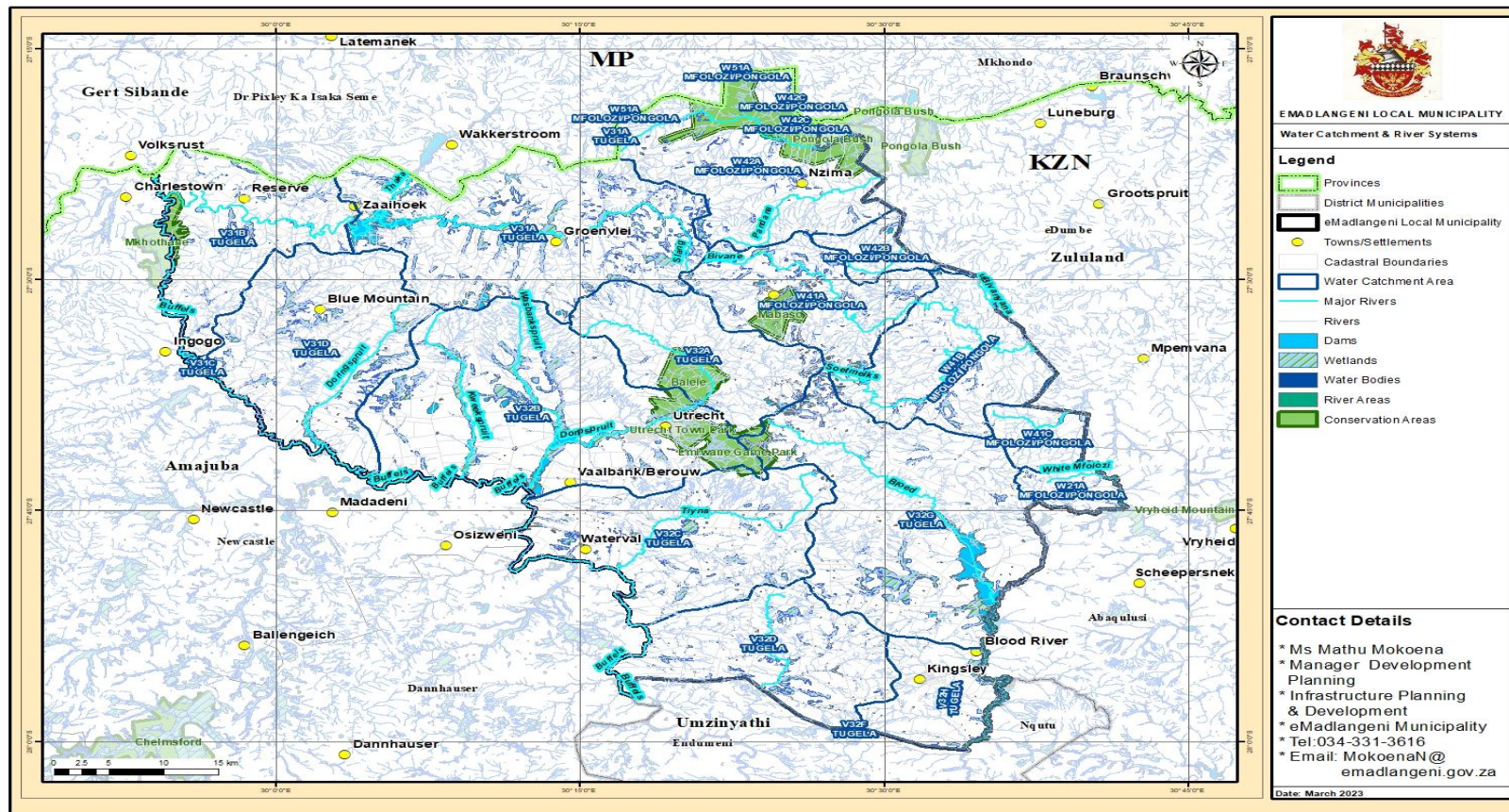
The main rivers within the eMadlageni Local Municipal area include the Phongolo River, Slang River, Bivane River and Pandana River which flow through the northern portions around Gronvlei and Mabaso (see map 8). The western and central portions are traversed by the Doringspruit, Kweekspruit, Washbankspruit and Dorspruit Rivers which share a common root on the southeastern segment of Utrecht. The eastern and southern segments are home to the Tiyna River, Buffels Rivers and its tributary Eerstelingspruit which connects near Endumeni on the south in the neighbouring Umzinyathi District Municipality. The Blood River flows through the southeastern side, into the Blood Dam, and then out through the southern boundary. Most of these rivers fall within the free-flowing rivers category, as they mostly follow their natural flow path created within the undulating terrains.

eMadlangeni has three significant wetlands: the Boschoffvlei, Groenvlei and the Blood River vlei. The Zaaihoek Dam located on the northeastern region of the municipality forms part of the Groenvlei wetland system. There are also wetlands systems to the west of the municipality within the Kweekspruit and Doringspruit river systems in Ward 5. Wetland areas as well as areas within 100m of the riverbanks should be excluded from active development. To preserve the significant functionality of these hydrological bodies within the catchments, it is advisable to conserve these areas as open spaces in all spatial plans that may be developed (see map 8).

C.2.1.1.2 CATCHMENTS

The Amajuba district has an extensive system of rivers and tributaries, which fall within the uThukela and Phongola catchments. The main Thukela catchment covers the majority of the district and is drained in a southerly direction by the Buffalo River and several tributaries including the Ngogo, Ncandu, and Ngagane Rivers to the south and the Slangspruit, Dorpspruit, Doringspruit and Wasbank Rivers to the north. The Phongola catchment predominantly falls within the Zululand District but also includes the high lying area along the north-western border of Amajuba. The Amajuba section of this catchment is drained by the Bivane River and forms the headwaters of the uPhongolo River (Agriculture master plan 2016/17).

Map 4: Water system



Map 1: water system of eMahlangueni Local Municipality showing major rivers, dams, wetlands, water bodies and river catchment areas.

Map 1 shows the main water system in eMahlangueni Local Municipality. It highlights important rivers such as the Phongolo, Slang, Bivane, Pandana, Doringspruit, Kweekspruit, Washbankspruit, Dorspruit, Tiyna, Buffels and Blood Rivers. It also shows dams, wetlands and other water bodies across the municipality. These water resources are important for biodiversity, water supply and environmental functioning. The map helps identify sensitive hydrological areas that should be protected from unsuitable development, especially wetlands and land close to riverbanks.

C.2.1.2 BIODIVERSITY AREAS

Biodiversity refers to the diversity of plants and animals (living things) that occur in a given area. These plants and animals interact with the physical elements (the soils, water, and atmospheric conditions) of the given area in such a manner that the various living and non-living components of that area maintain a suitable living environment for all the components of that environment. The resulting suitable environment provides various benefits for people and communities that live in the area.

The Ezemvelo KZN Wildlife uses Critical Biodiversity Areas (CBA) maps to analyse the terrestrial biodiversity priorities regions within the province. The CBA identifies areas with irreplaceable status and optimal status. Irreplaceable areas are areas containing specific biodiversity resources or species, and area therefore necessary to be kept intact to maintain their functionality. Within eMadlangeni areas with irreplaceable CBA status are located on the northeastern region covering the settlement areas of Traditional Leader Inkosi Mabaso, Nzima and Groenvlei. There are also portion on the extreme northwestern region of the municipality that are identified as Irreplaceable CBA areas and cover the settlement areas of Reserve and those surrounding the Zaaihoek Dam (see map 9).

Area that are identified as Optimal CBA areas area where biodiversity needs can be met the most without taking more land space from other uses. Optimal CBAs are located across the municipal landscapes mainly on the western and south eastern regions of the municipality (see map 9).

C.2.1.3 PROTECTED AREAS AND STEWARDSHIP SITES

eMadlangeni Local Municipality has three nature reserves which are formally protected. These are all located in the central region of the municipality and include Utrecht Town Park, Emlwane Game Park and Balele/Enlanzeni Game Park (see map 10). Private nature Reserves account for 37.79% of protected areas, while 4.18% is community conservation areas. The municipality has one stewardship site, the Mabaso stewardship site (see table 8). Stewardship areas are areas that have been negotiated for stewardship programmes but have no final landowner agreement or gazetting through NEMPA. Stewardship areas accounts for 58.03% of the total protected areas within the municipality.

Table 10: Protected Areas

Type of Protected Area	Area (ha)	Percentage (%)
Private Nature Reserves	6950.9	37.79%
KZN Community Conservation Are	768.5	4.18%
Stewardship areas	18391.3	5.20%

C.2.1.4 Vegetation

The KZN version of the vegetation classification, (Jewitt, 2011) indicates that the municipal area is covered by seven main vegetation types. These include the Wakkerstroom Montane Grassland, found mostly on the mid to northern sections of the municipal area, the Paulpietersbug Moist Grassland found mostly along the eastern boundary. The southwestern segment is mainly covered by the Income Sandy Grassland with an intrusion of the KwaZulu-Natal Highland Thornveld around Rodekop and its surroundings

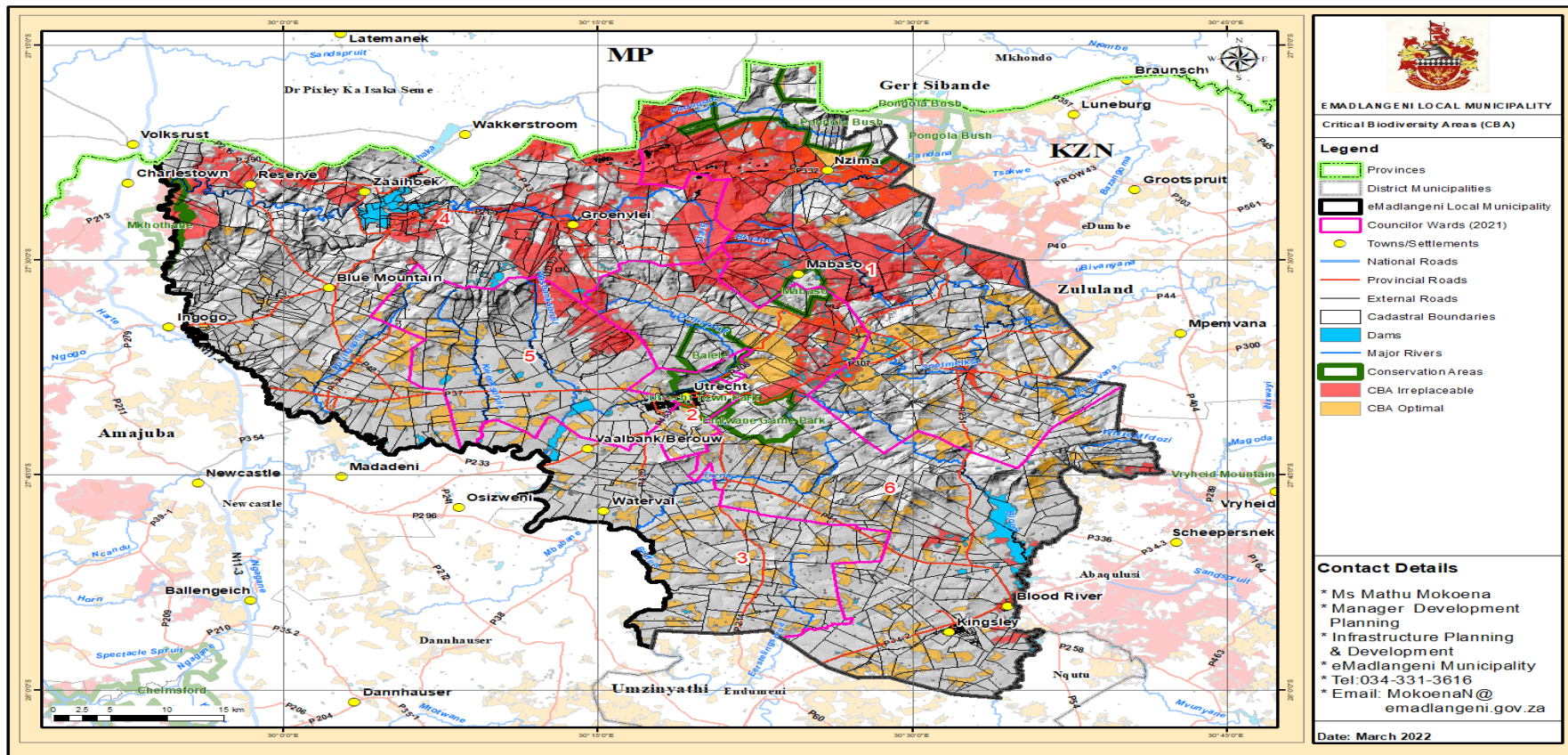
Of the major vegetation types occurring within the municipal area, only the Eastern Mist belt Forest is listed as endangered. Three are listed as vulnerable while the other four are listed as least threatened. The conservation status of the vegetation types within the municipal. Table 9 lists the type of vegetation within the municipality and their vegetation status.

TABLE 11: CONSERVATION STATUS OF VEGETATION TYPES

Source: KZN Vegetation Description, 2011

Name	KZN Biome	Conservation target (%)	Remaining natural (2008)	Conservation status	Protection status in KZN
Amersfoort Highveld clay Grassland	Grassland	27%	65%	Least Threatened	0%
Eastern Mistbelt forest	Forest	66.5%	67.4%	Endangered	14.0
Income Sandy Grassland	Grassland	23%	46.2%	Vulnerable	0%
KwaZulu-Natal Highland Thornveld	Grassland	23%	62.7%	Least Threatened	1.8%
Low Escarpment Moist Grassland	Grassland	23%	88%	Least Threatened	1.7%
Northern Kwazulu-Natal Moist Grassland	Grassland	24%	56.5%	Vulnerable	1%
Paul Pietersburg Moist Grassland	Grassland	30.31	42.7%	Vulnerable	0.8%
Wakkerstroom Montane Grassland	Grassland	27%	86.4	Least Threatened	0.1%
Fresh water Wetlands (Eastern Temperate Wetlands)	Azonal Wetlands	24%	58.8%	Vulnerable	0.6%

Map 5: Critical Biodiversity Areas

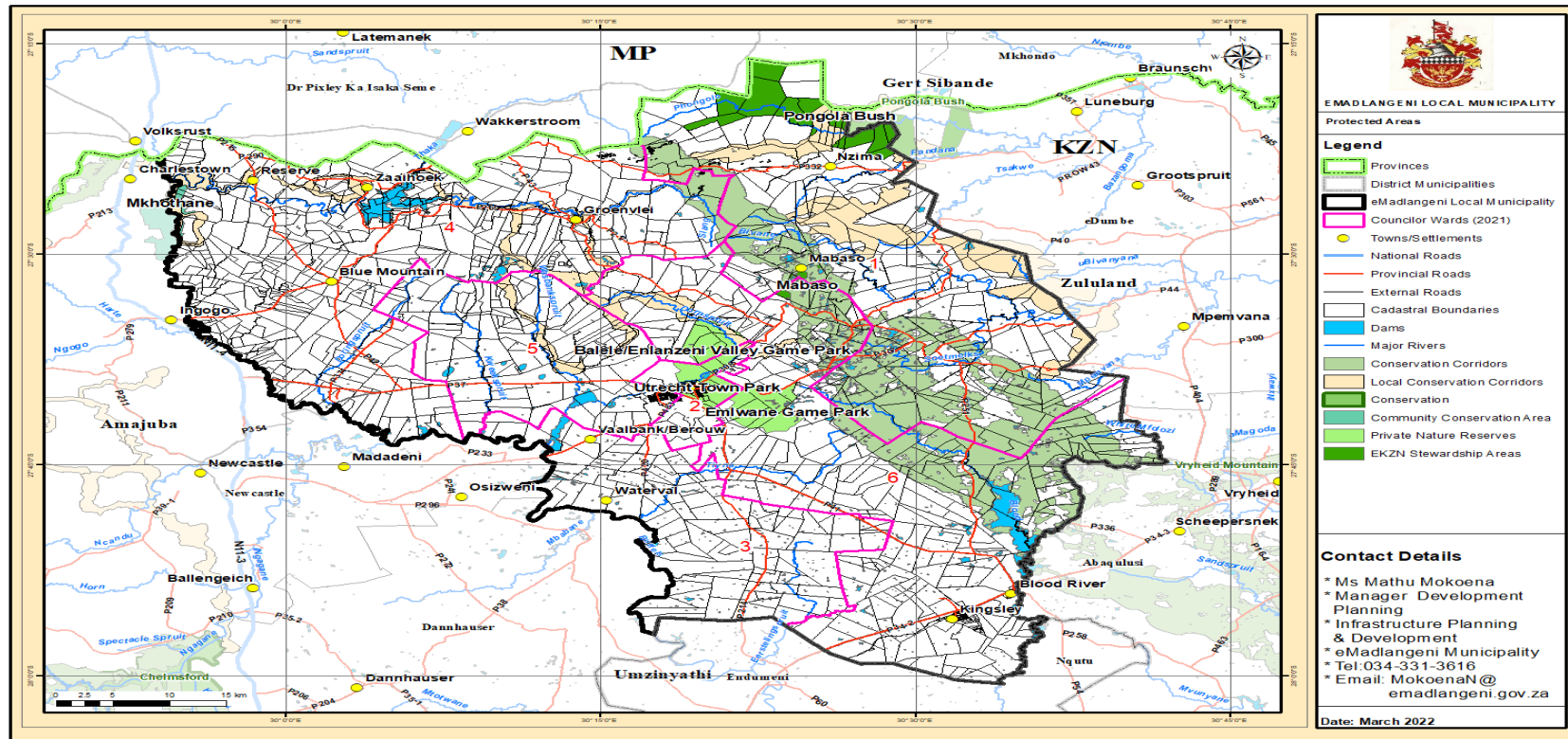


Map 2: Critical Biodiversity Areas in eMadlangeni Local Municipality showing irreplaceable and optimal biodiversity areas.

Map 2 shows the Critical Biodiversity Areas within eMadlangeni Local Municipality. It identifies areas classified as irreplaceable and optimal for biodiversity conservation. The irreplaceable areas are mainly found in the north-eastern and north-western parts of the municipality, including areas around Nzima, Mabaso, Groenvlei, Reserve and Zaaihoek Dam. Optimal biodiversity areas are spread across much of the western and south-eastern parts of the municipality.

These areas are environmentally sensitive and should be carefully managed so that development does not damage important ecosystems and species habitats.

Map 3: Protected Areas



Map 3: Protected areas and stewardship sites in eMadlangeni Local Municipality

Map 3 shows the protected areas within eMadlangeni Local Municipality, including formally protected reserves, community conservation areas, private nature reserves and stewardship sites. The main protected areas shown are Utrecht Town Park, Emlwane Game Park and Balele/Enlanzeni Game Park, which are mainly located in the central part of the municipality. The map also shows broader conservation spaces and stewardship areas that support biodiversity

protection. These protected areas are important for conserving natural resources, supporting ecological balance and guiding land use planning in environmentally sensitive areas.

C.2.1.5 Environmental Management

C.2.1.5.1 Environmental governance

The environmental management systems in eMadlangeni has the potential to drive change and create desirable outcomes for people and the environment, specifically those that will uphold the principles of sustainable development.

Environmental governance is defined as “the exercising of authority over the use and management of natural resources, and the environment. It is essentially about making decisions and about who makes decisions. It includes rules, processes and behaviours that affect the manner in which decisions are made. These decisions ultimately determine whether the environment is harmed or improved” (DAERD, 2010). Environmental management is provided for in the municipality’s sector plans where developments with the potential to negatively affect the environment and environmentally sensitive areas are discouraged. The delineation of an urban edge is also a spatial tool the municipality can utilise to curb the encroachment of development into environmentally sensitive areas.

C.2.1.5.2 CLIMATE AND CLIMATE CHANGE

Climate change impacts affect disaster management, infrastructure and human settlements in several ways in eMadlangeni Municipality. The increase in the severity of thunderstorm events and increase in flooding damage infrastructure which may result in service delivery disruptions. The impacts of thunderstorm events particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration.

Rural communities may also become more physically isolated due to extreme events impacting on key infrastructure (Amajuba district climate change vulnerability assessment and response plan, 2018, version 2). As climatic changes increase average temperatures and rainfall variability (such as extended periods of drought), human settlements may express a higher demand for cooling appliances and access to water (EDTEA, 2015). Additionally, contrasting extreme weather (such as severe thunderstorms and flash floods) may induce the displacement of people and settlements, increase public health risks, and escalate pressures on rural and urban infrastructure and transport systems (*Department of Environmental Affairs 2015*). Major climatic risks in the municipal area include

drought, floods, severe thunderstorms (strong wind, heavy rain, lightning) and veld fire hazards. Regarding veld fires specifically, the entire municipal area has an extreme veld fire risk (*Department of Agriculture, Forestry and Fisheries 2010*).

C.2.1.6 IMPACT OF CLIMATE CHANGE

Climate change is a global phenomenon that brings about varying impacts on a region's ecosystems. Climate change can potentially affect the biodiversity integrity of a region and heighten the risk of extinction of some species. The municipality has been affected with climatic changes which is evident in the drying up of rivers in some parts of the area. The municipality has implemented the following programmes to contribute towards climate change mitigation and adaptation:

Climate Change Mitigation

- Identification of flood lines and environmentally sensitive areas e.g. wetlands.
- Encouraging communities not to settle on floodplains.
- In process of resuscitating the 'Buy-Back' centre in Ward 2, Bendsdorp for recycling; and
- The Integrated Waste management plan was adopted by council 31st of August 2023

Climate Change Adaptation

- Creation of fire breaks to the most vulnerable communities.
- Installation of lightning conductors; and
- Continuous climate change education& awareness campaigns to communities and schools

C.2.1.7 STRATEGIC ENVIRONMENTAL ASSESSMENT

There is currently no Strategic Environmental Assessment in place within eMadlangeni Local Municipality. Environmental characteristics and measures towards environmental management are however, elaborated on in the SDF. Amajuba district has an Environmental Management Plan to address environmental issues within the district. The primary aim of the Amajuba Integrated Environmental Programme should be to provide the high-level environmental analysis for the district including the local municipalities (Amajuba District SDF).

C.2.1.8 TOPOGRAPHY

The municipality is characterized by undulating hills on the north and northeastern portions associated with the Balele Mountains (see map 11). Rivers and valleys span the entire municipal areas, and these are critical water catchments within the municipal area. The settlement pattern in the municipality tends to follow resources and infrastructure such as roads. Due to the spatial nature of the municipality the provision of service infrastructure to these areas becomes a challenge with regards to costs. The settlements on the north tend to grow in a northern direction towards Wakkerstroom while settlements on the west tend to growth in a western direction towards Osizweni.

C.2.1.8.1 ENVIRONMENTAL (BIOPHYSICAL) ISSUES

Land degradation: Changes in the fertility of arable soils and an increase in soil erosion and vegetation degradation are all contributing factors to environmental degradation. Data on land degradation within the municipality indicates that a very large portion of the area remain untransformed. The eastern portions (area covered by plantations), and western areas (areas covered by commercial agriculture) of the municipality have been transformed (see map 10).

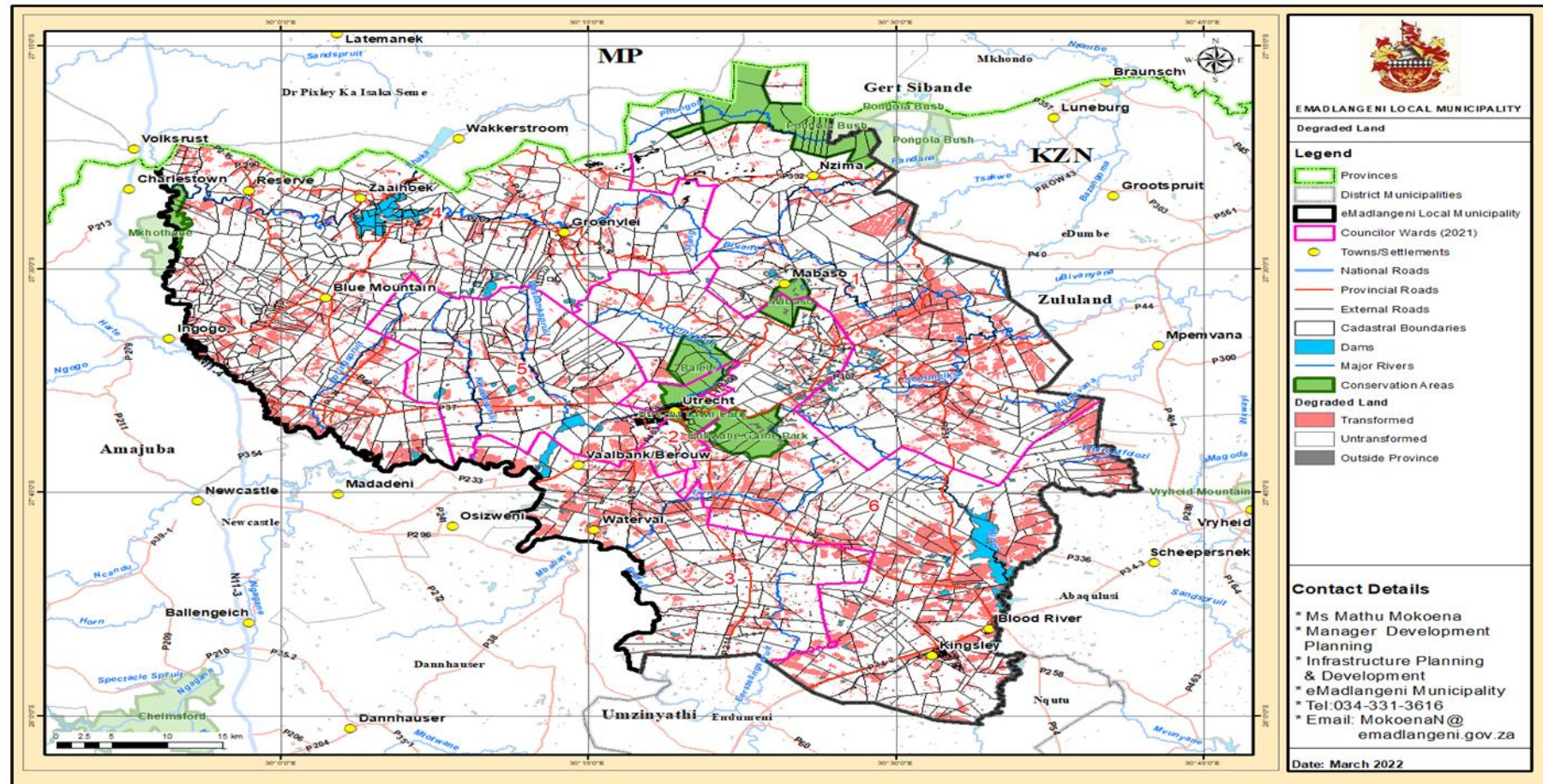
Climate Change: the municipality is not immune to climate change. The effect of global warming is being felt globally, and the recent floods has compromised the municipality's water resources. This is evident in the drying of some of the rivers within the municipality. the implications for this are that households relying on rivers as water sources are left in a state of despair and it also endangers animal species in these river systems. The effects of climate change can potentially compromise the agricultural output and ultimately reducing productivity in a region.

Topography and Settlement: eMadlangeni is characterised by mountainous, undulating terrain to the north (see map 9). The terrain influences the drainage trends and patterns in the landscape, which in turn influence settlement patterns.

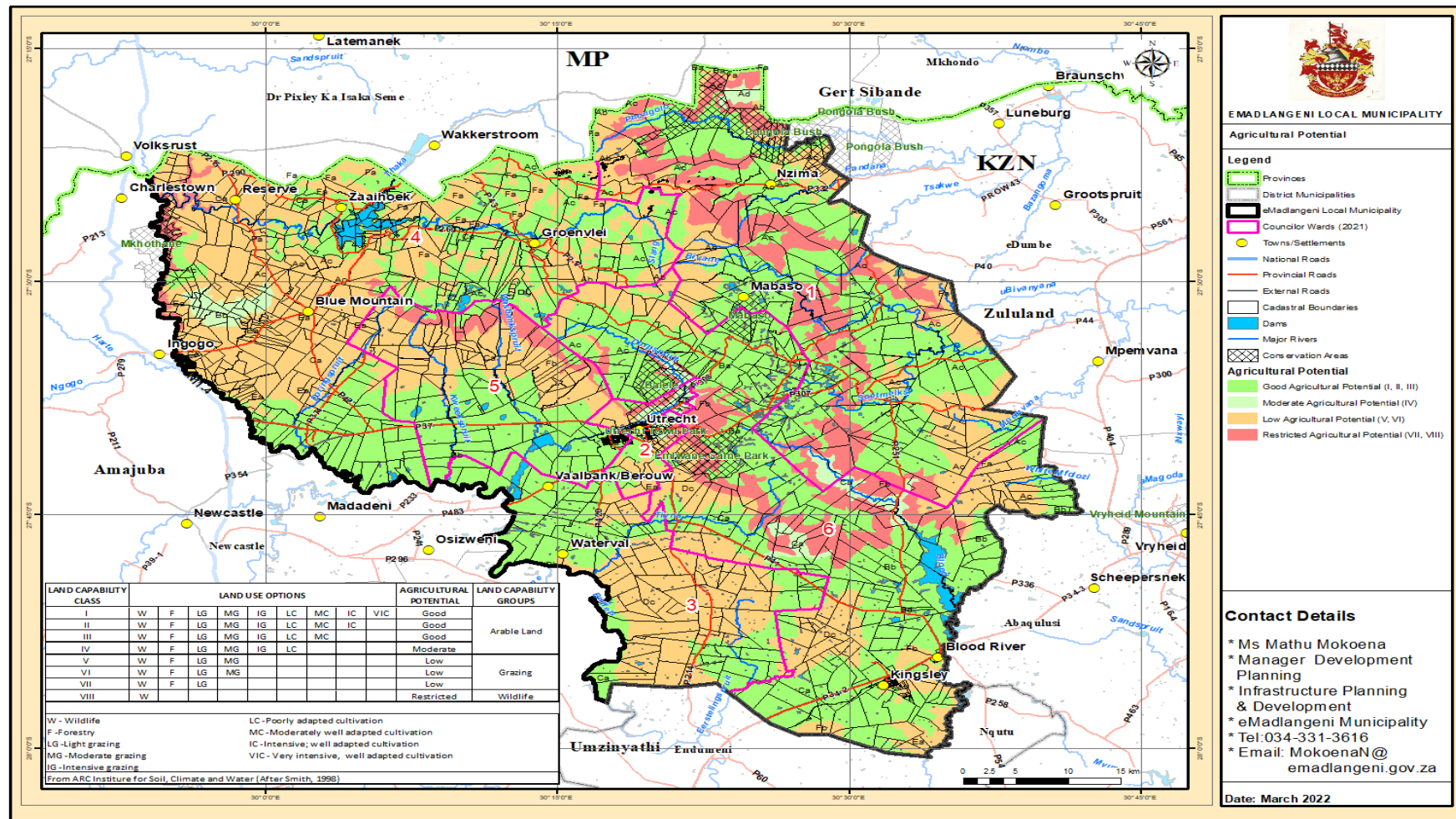
Protected Areas: As an effort towards ensuring the availability of terrestrial biodiversity resources, Ezemvelo KZN Wildlife has identified critical biodiversity areas within eMadlangeni (see map 11 &12). EMadlangeni has several formally protected areas (formally protected by law) and conservation areas. Biodiversity conservation is often perceived to conflict with economic and social needs; it is thus necessary to ensure that biodiversity conservation is managed in a manner that will not arbitrarily affect people or environmental resources.

Protection of agricultural land: the protection of agricultural land and resources cannot be overstated. Considering that the municipality has good agricultural potential and that agriculture is one the municipality's biggest sectors, the protection of agricultural land should be one of the municipality's primary priorities.

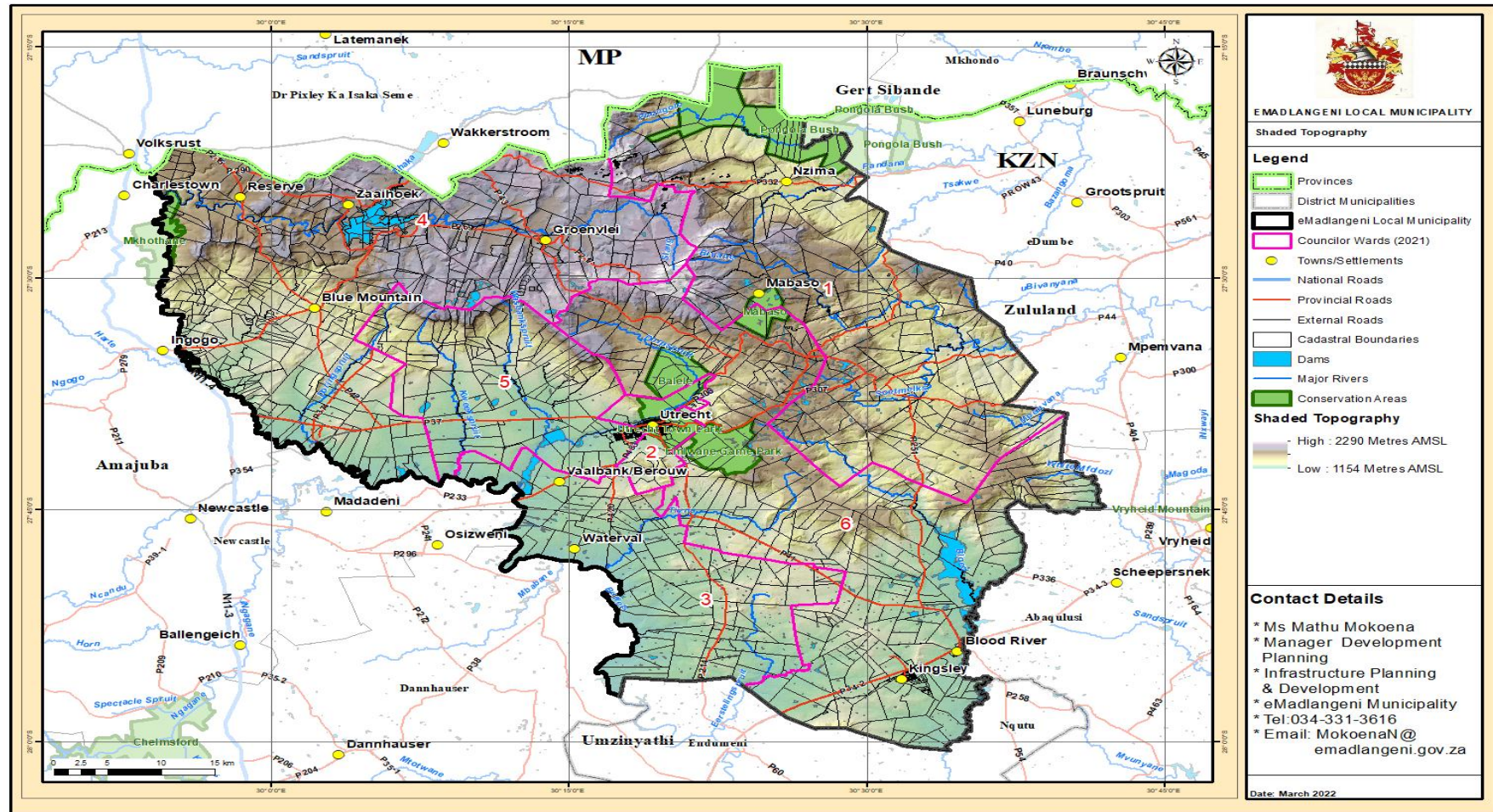
Map 6: Land Degradation



Map 7: Agricultural Potential



Map 9: Topography



C.2.1.9 AIR QUALITY

Air quality in eMadlangeni Local Municipality must be understood within the broader context of the Amajuba District Air Quality Management Plan (AQMP), which was prepared in terms of the National Environmental Management: Air Quality Act and is required to form part of municipal Integrated Development Planning. The AQMP identifies particulate matter (PM) as the main pollutant in the district, followed by sulphur dioxide (SO₂) and oxides of nitrogen (NO_x). The main sources affecting air quality in Amajuba include listed industrial activities, agriculture, domestic fuel burning, biomass burning, mining, landfills, wastewater treatment works and vehicle emissions.

Within eMadlangeni, air quality concerns are strongly linked to agricultural activity and land condition. The AQMP notes that the largest area planted under maize in the district is found mostly in eMadlangeni, and that the municipality records the highest PM_{2.5} and PM₁₀ emissions from crop farming in Amajuba. The municipality also has the greatest extent of denuded land in the district, which increases the risk of dust emissions and declining environmental quality. These conditions suggest that particulate pollution in eMadlangeni is influenced less by heavy industry and more by crop farming, exposed soils, biomass burning and land degradation.

The AQMP further indicates that air quality management capacity in the district remains limited. Local municipalities do not have dedicated air quality staff, and there is only one ambient air quality monitoring station in the district, located in Newcastle. This creates a challenge for eMadlangeni, as local-level monitoring and response capacity is limited. Strengthening land management, reducing dust from disturbed land, managing biomass burning and improving institutional air quality support are therefore important for the municipality.

C.2.2 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

AGRICULTURE SWOT

STRENGTHS	WEAKNESSES
Large tracts of arable land suitable for maize, vegetables, and livestock production. Existing smallholder farmers and cooperatives in rural wards. Traditional farming knowledge that supports household food security. Land reform projects already underway in parts of the municipality.	Limited irrigation infrastructure; most farming is rain-fed and vulnerable to drought Poor preservation of agricultural land due to settlement expansion. Lack of mechanisation and modern farming equipment. Weak access to formal markets and agro-processing facilities Inadequacy of basic services (roads, electricity, water) in farming areas.
OPPORTUNITIES	THREATS
Expansion of agro-processing (maize milling, dairy, meat packaging) Provincial and national support programmes (CASP, LandCare, Agri-Parks).	Climate change impacts: droughts, erratic rain Land degradation and soil erosion from overgrazing and poor land management. Fall, crop failures.

Potential for organic farming and niche crops for urban markets. Training and extension services to modernise practices	Alien invasive species reducing grazing capacity. Encroachment of settlements into sensitive agricultural areas.

KEY CHALLENGES (AGRICULTURE)

Settlement expansion into agricultural and grazing land: Rapid settlement growth is reducing the land available for farming and cattle grazing. This leads to soil degradation, overgrazing, and conflicts between residential expansion and agricultural activities, ultimately undermining food security and livestock production.

Limited infrastructure and support for small-scale farmers: Many small-scale farmers lack access to irrigation, storage, and extension services. This limits productivity and makes them vulnerable to climate shocks.

Soil erosion, land degradation, and alien invasive species: Poor land management practices and invasive plants reduce soil fertility and grazing capacity, threatening long-term agricultural sustainability.

Climate variability (droughts and floods): Increasing climate extremes disrupt crop yields and livestock health, making farming less reliable and reducing household resilience.

Poor access to markets and agro-processing facilities: Farmers struggle to sell produce at fair value due to weak market linkages and limited agro-processing opportunities, which discourages investment in agriculture.

ENVIRONMENTAL SWOT

STRENGTHS	WEAKNESSES
• Municipality rich in biodiversity resources, including grasslands and wetlands. • Environmental management provided for in the Spatial Development Framework (SDF). • Tourism potential Availability of Zaaihoek Dam as a water resource.to biodiversity and natural landscapes.	• Poor land-use planning leading to settlement in ecologically sensitive areas. • No Environmental Management Framework (EMF) adopted. • Poor protection of grasslands and sensitive ecosystems. • Illegal dumping hotspots in peri-urban and rural areas. • Environmental by-laws drafted but not gazetted, limiting enforceability. • Increased settlement growth impacting biodiversity and ecosystem resilience. • Settlers occupying floodplains, increasing vulnerability to floods and climate change impacts.

OPPORTUNITIES	THREATS
• Development of a Strategic Environmental Assessment (SEA). • Eco-tourism and biodiversity conservation projects. • Renewable energy initiatives (solar, wind) to diversify the economy. • Green economy projects (recycling cooperatives, composting). • Alignment with national climate change adaptation strategies.	• Climate change impacts: flooding, droughts, soil erosion. • Mining activities impacting biodiversity and water quality. • Loss of biodiversity due to habitat destruction and poaching. • Pollution of rivers and wetlands affecting water security.

KEY ENVIRONMENTAL CHALLENGES

Poor land-use planning and settlement in sensitive areas: Settlements are expanding into ecologically sensitive zones, including floodplains and grasslands. This increases vulnerability to flooding, erodes biodiversity, and weakens ecosystem resilience.

Increased settlement growth impacting biodiversity: Habitat loss from uncontrolled settlement growth reduces species diversity and undermines conservation efforts, threatening eco-tourism potential.

Environmental by-laws not gazetted Although by-laws have been drafted, they are not legally enforceable. This limits the municipality's ability to regulate waste management, illegal dumping, and environmental violations.

Mining activities degrading habitats and water quality Mining continues to damage sensitive ecosystems and pollute water sources, creating long-term environmental risks.

Illegal dumping and inadequate waste disposal infrastructure Widespread illegal dumping degrades the environment and poses health risks, while limited waste infrastructure hampers proper disposal.

Climate change impacts (droughts, floods, erosion) Climate change is intensifying environmental risks, threatening both ecosystems and community resilience.

C.2.3 DISASTER MANAGEMENT

C.2.3.1 MUNICIPAL LEGISLATIVE MANDATE

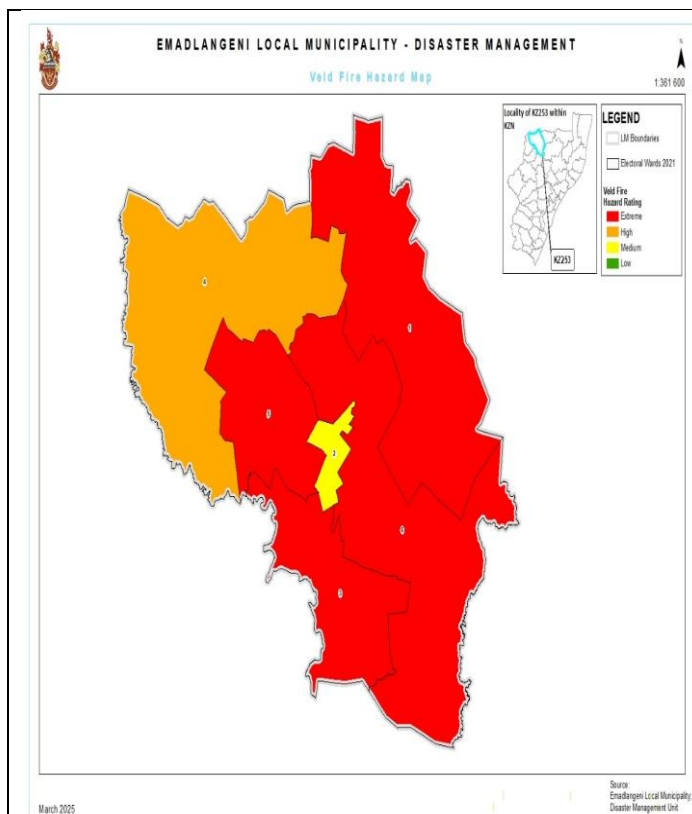
Chapter 5, Section 26 (g) of Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable disaster management plan. Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulates that a disaster management plan for a municipal area must form an integral part of the municipality's IDP. The Fire Brigade Services Act No. 99 of 1987 is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination, and standardization of fire brigade services. The National Disaster Management Framework (Notice 57 of 2005) classifies disaster management into four Key Performance Areas (KPA) and three Enablers. KPA three (3) on "Disaster Risk Reduction" 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).

C.2.3.2 MUNICIPAL INSTITUTIONAL CAPACITY

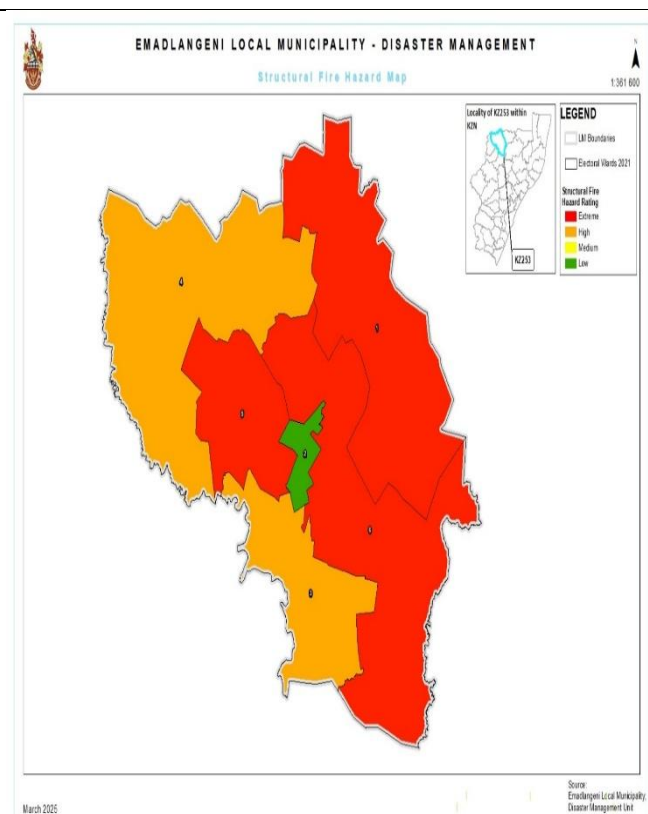
The Municipality in partnership with Uitkomst Colliery has established the Emergency Services Centre, which is operational and it was officially launched on 02 December 2025 by the MEC Cogta. The fire & disaster management unit operates 24 hours 7 days a week (24/7) with a Chief Fire & Disaster Manager; one (1) Disaster Management Officer; and eight (8) fire fighters. There is also one (1) support staff trained as a fire fighter by the Municipality. There are four (4) control room operators; four (4) leading fire fighters and two (2) firefighters posts which will be filled once the Municipality has a funded budget. The municipality is registered with the Fire Protection Association (FPA) in April 2016 as required by the National Veld and Forest Fire Act, 1998. The Centre is in the process of opening a 24/7 call centre which will service the whole municipal area in case of emergencies including fire and disaster management. The Municipal Disaster Management Advisory Forum (MDMAF) was established in July 2015 and comprises of all relevant stakeholders within the municipal area. The MDMAF sits quarterly and when there is a need to coordinate strategic issues related to fire and disaster management. The eMadlangeni municipal management committee (Manco) sits on monthly basis. The issues of disaster management are dealt with and reported to the Portfolio Committee which also sits monthly, then EXCO and further escalated to the Municipal Council for noting, consideration and approval.

C.2.3.3 RISK ASSESSMENT

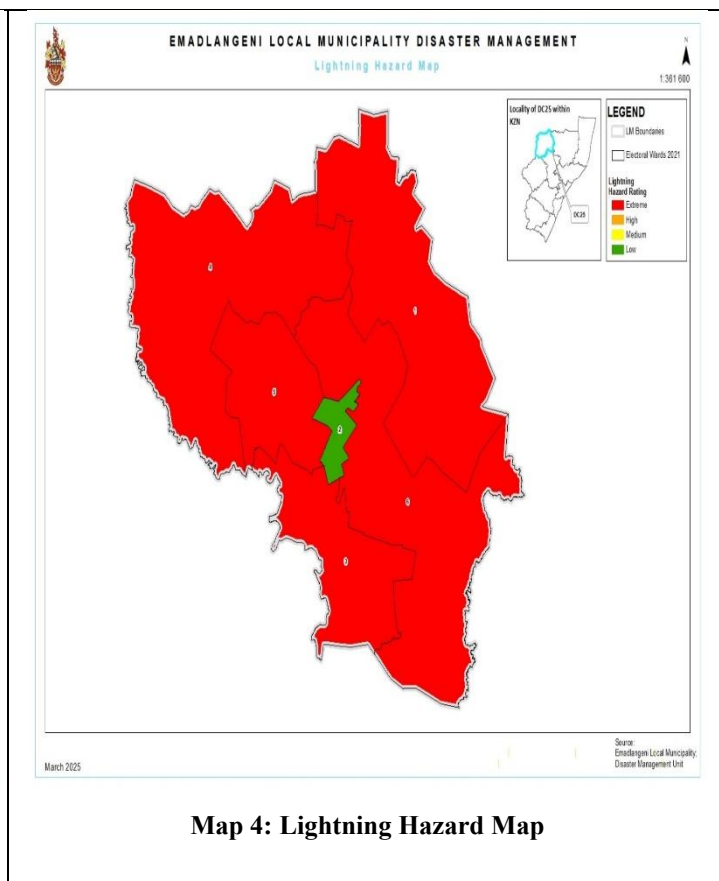
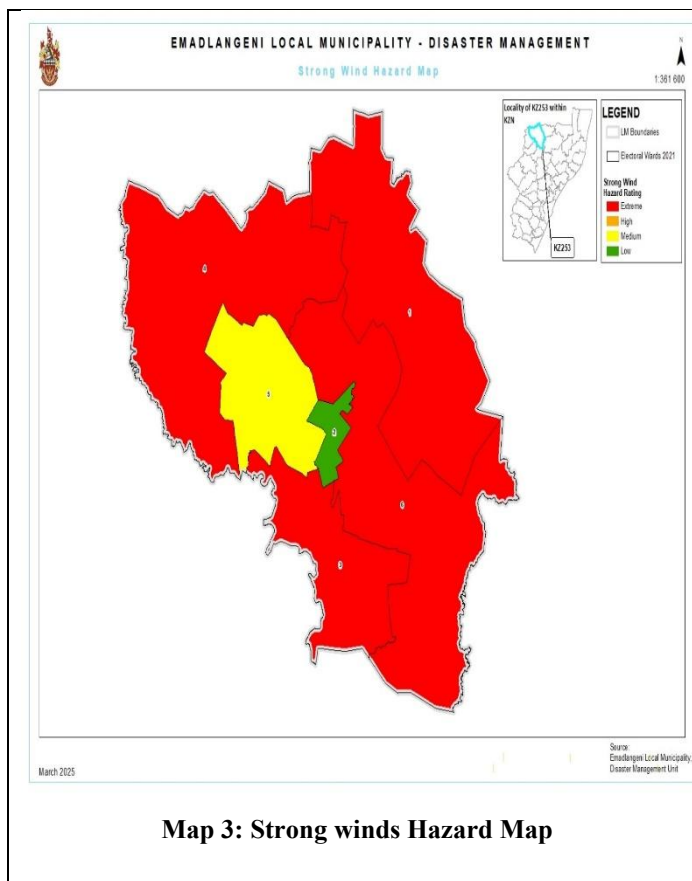
The municipality is mostly threatened by veld-fires; structural fires; strong winds; lightning; thunderstorms; heavy rains; and flash floods. The municipality has also experienced tornado; drowning; snow; airborne; waterborne and hazmat in a small scale. The municipality has a largest area for grazing and agricultural purposes; veld fires are the most devastating hazards within municipal area and cause loss of lives and extensive damages to agriculture and infrastructure. The strong winds and lightning strikes have increased from 2017 to date in the municipality. Lightning poses a hazard to people and livestock and can also cause loss of life extensive damages to agriculture and infrastructure. The thunderstorms have increased from 2019 to date; and they leave the communities devastated and helpless. There is also an increase in heavy rains from 2021 to date; heavy rains also cause extensive damages to infrastructure such as human settlements, roads, bridges, electricity and essential community amenities. Due to climate change the municipality is most likely to be threatened by both agricultural and hydrological droughts. The dam failure is also a threat due to an increasing intensity in weather patterns.

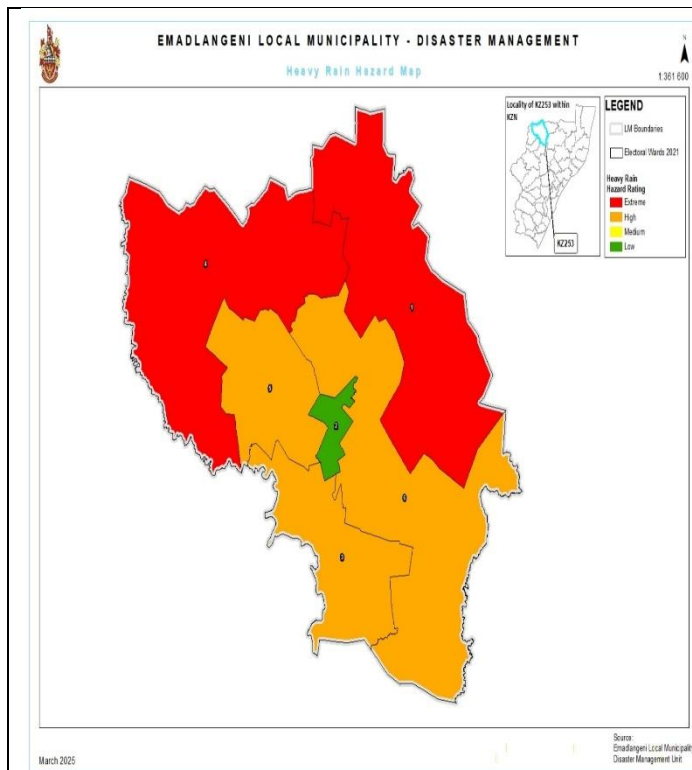


Map 1: Veld Fires Hazard Map

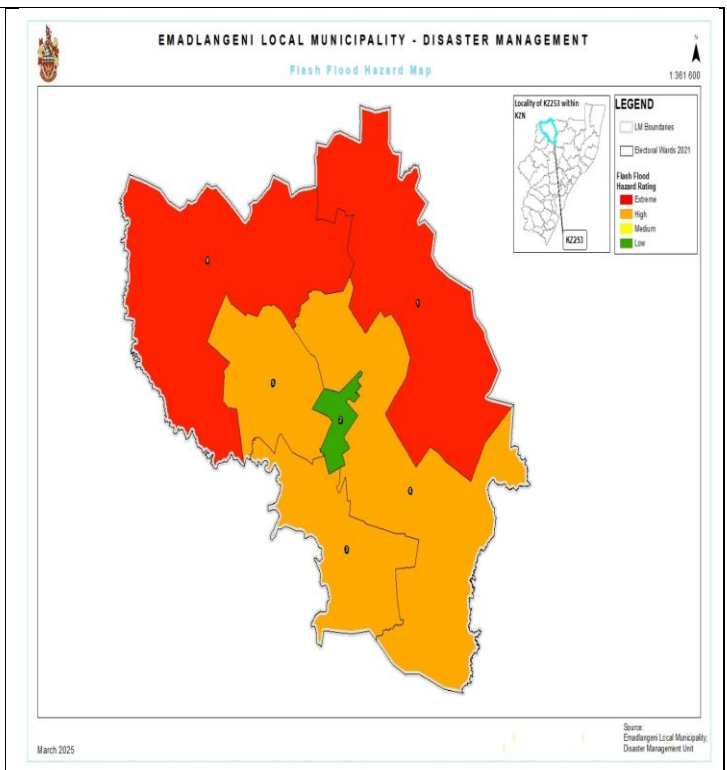


Map 2: Structural Fires Hazard Map

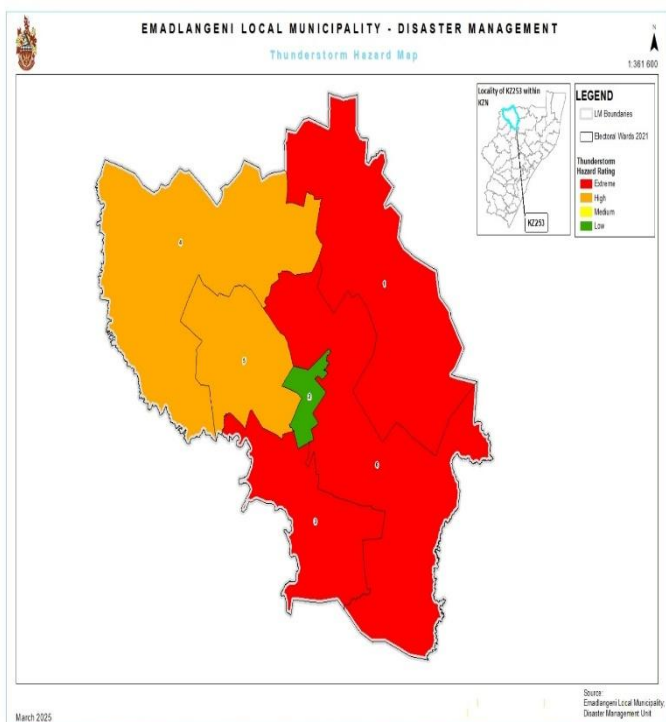




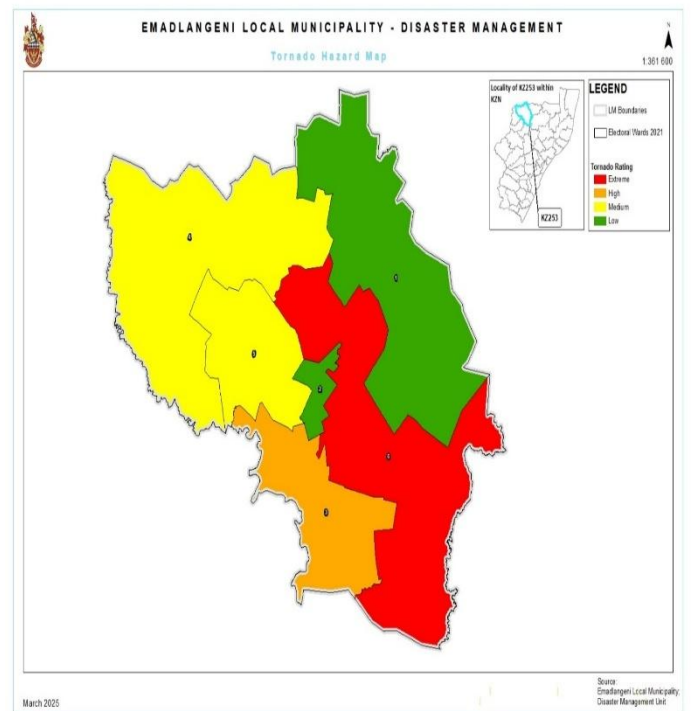
Map 5: Heavy rains Hazard Map



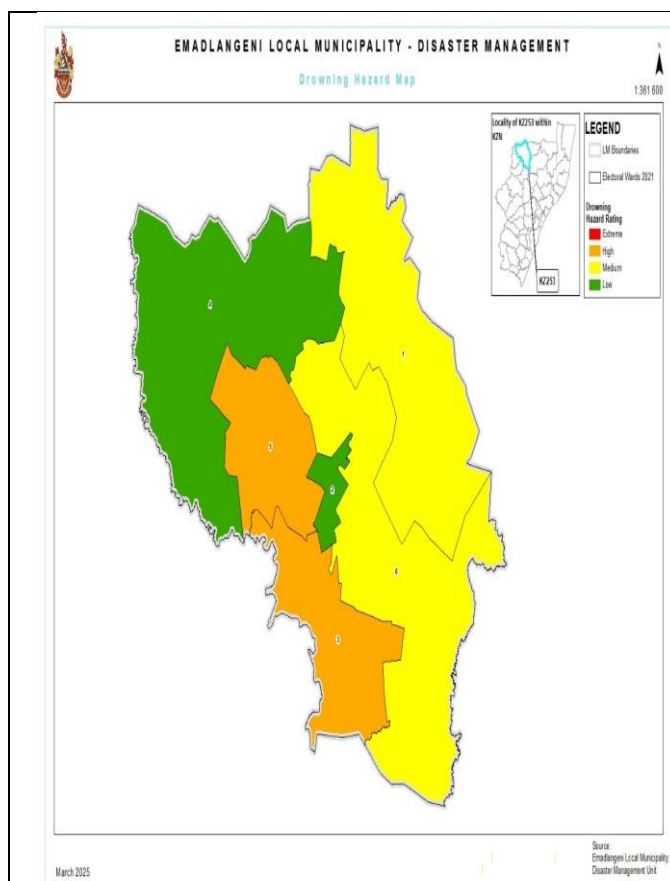
Map 6: Flash floods Hazard Map



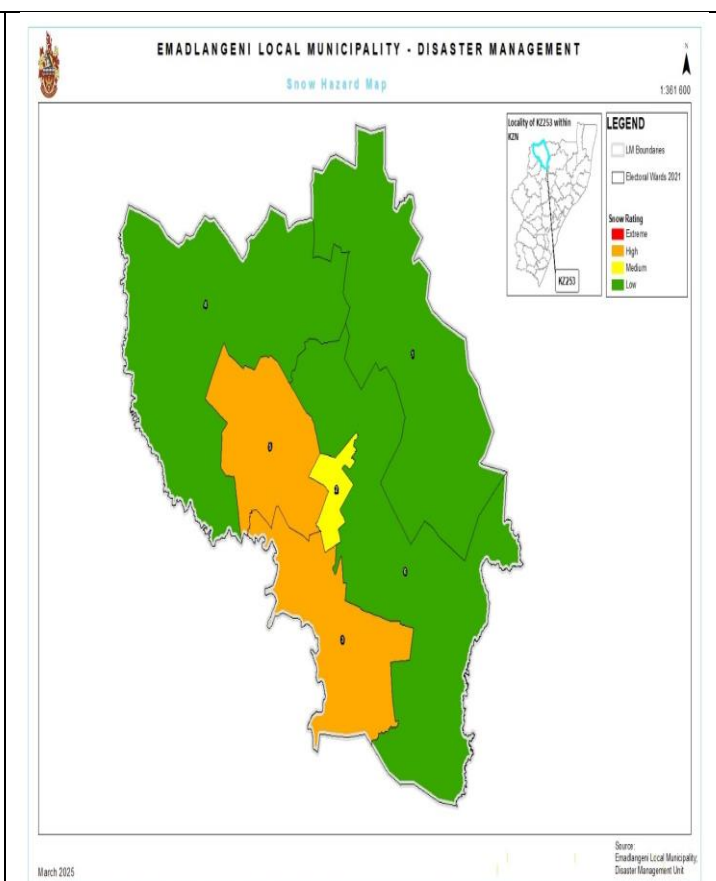
Map 7: Thunderstorms Hazard Map



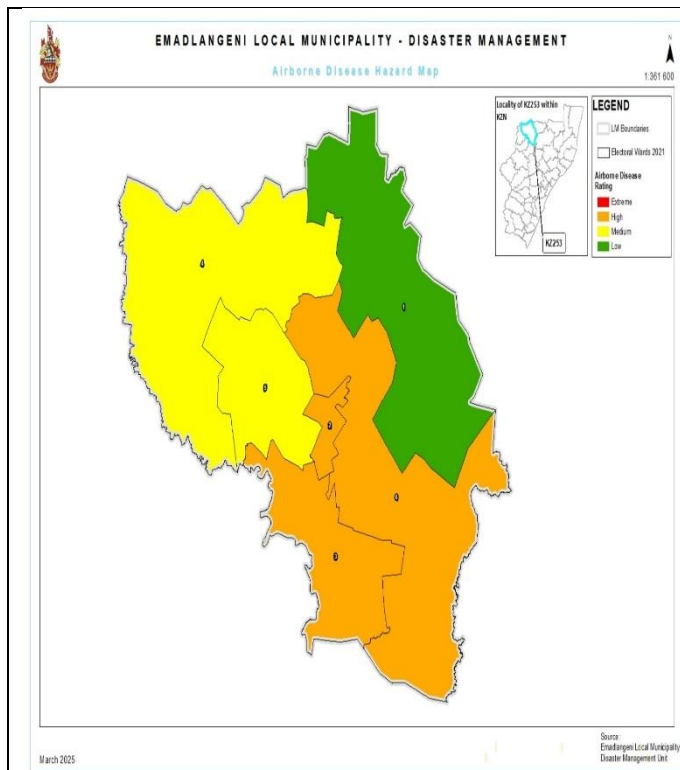
Map 8: Tornado Hazard Map



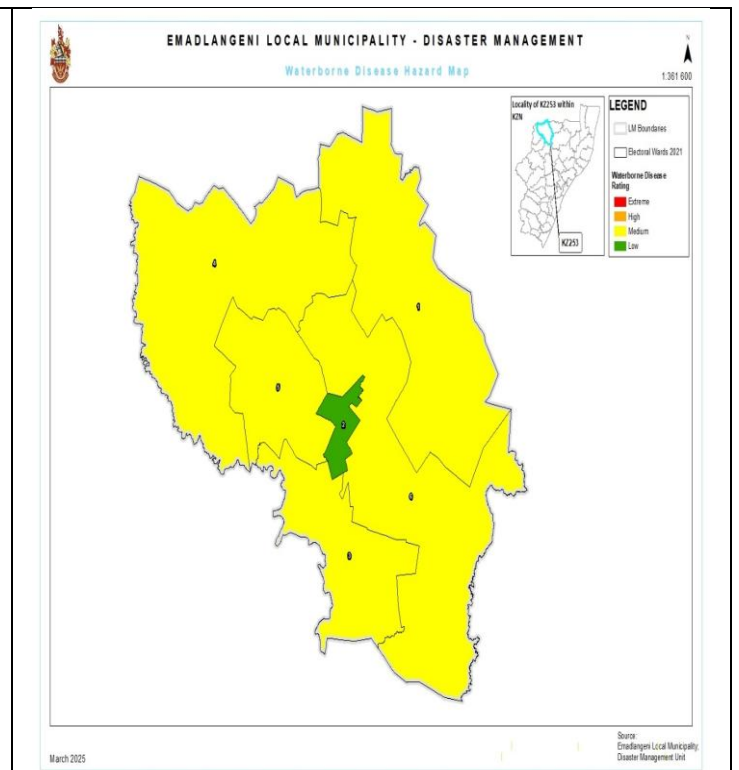
Map 9: Drowning Hazard Map



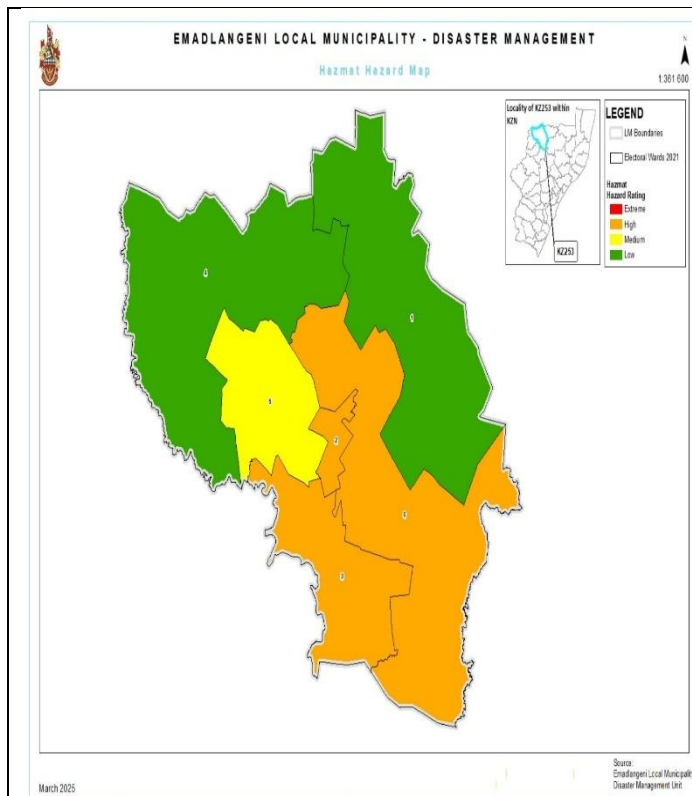
Map 10: Snow Hazard Map



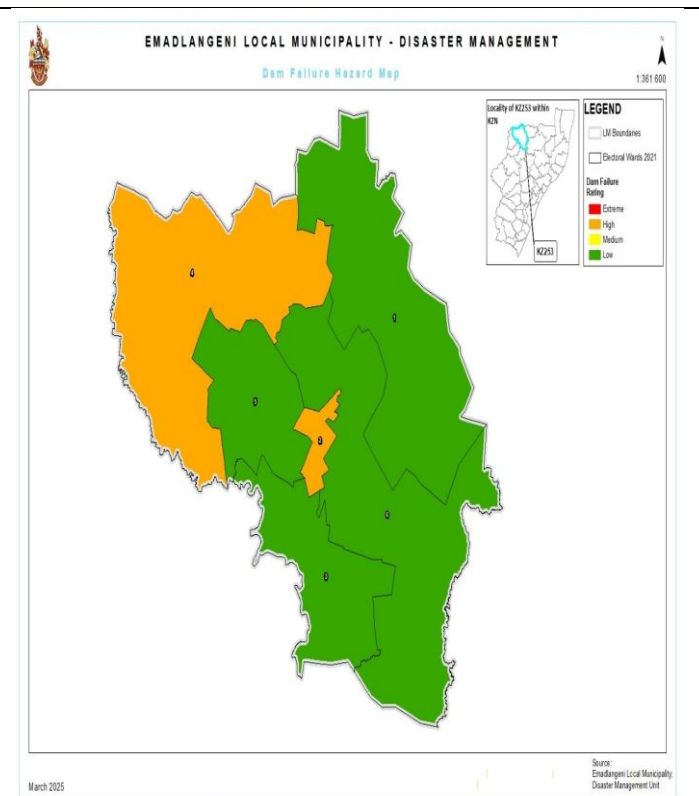
Map 11: Airborne disease Hazard Map



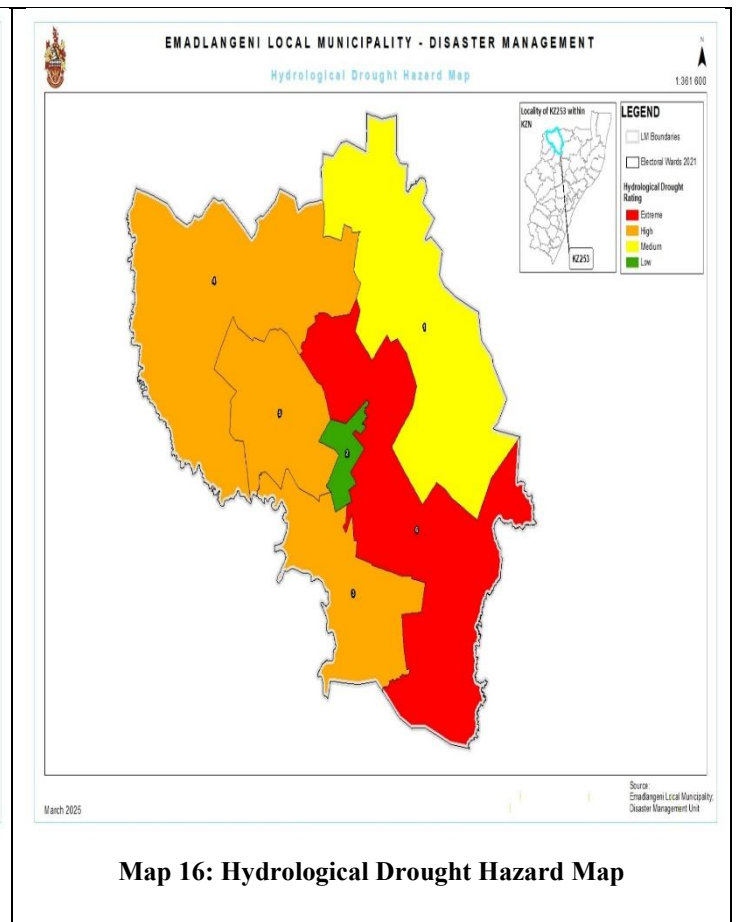
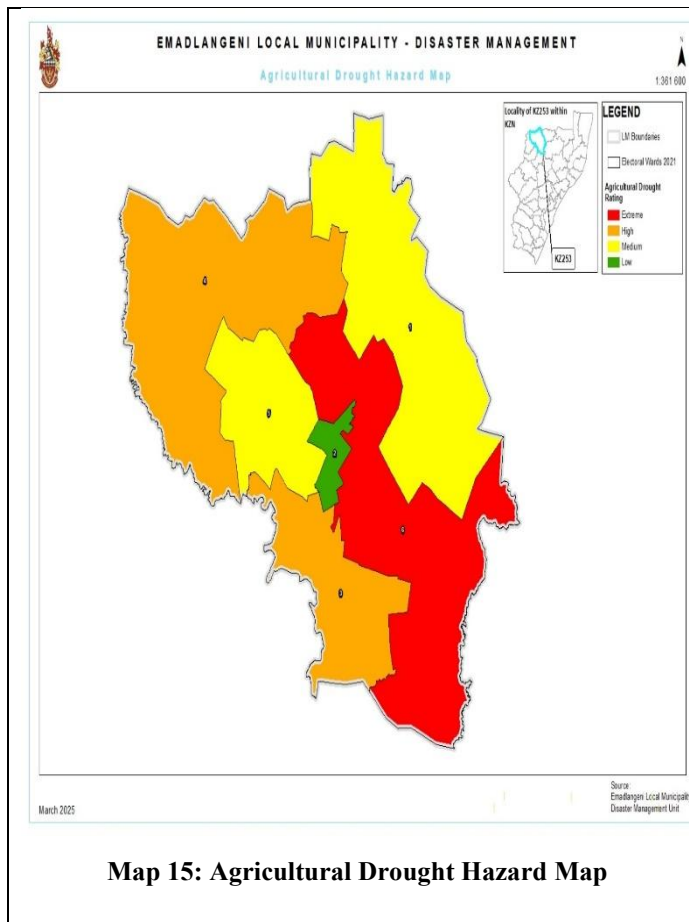
Map 12: Waterborne disease Hazard Map

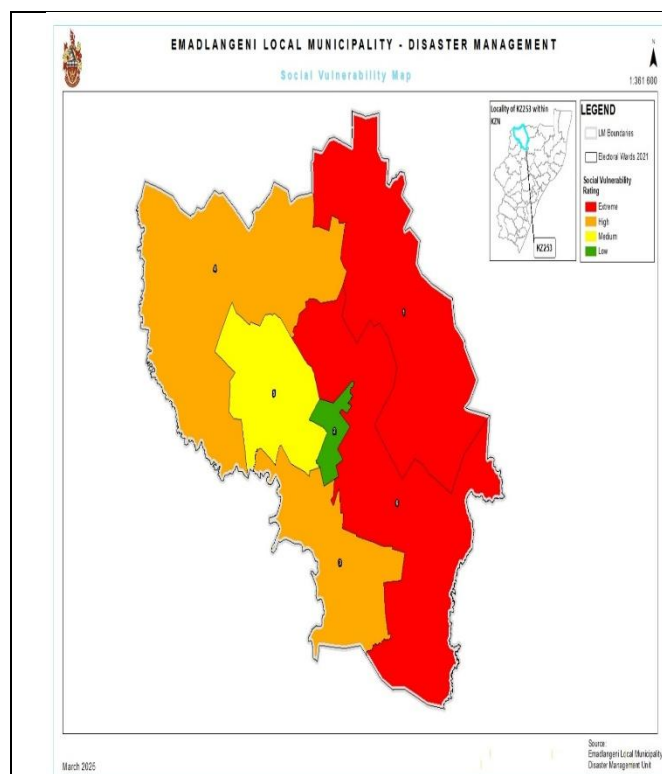


Map 13: Hazmat Hazard Map

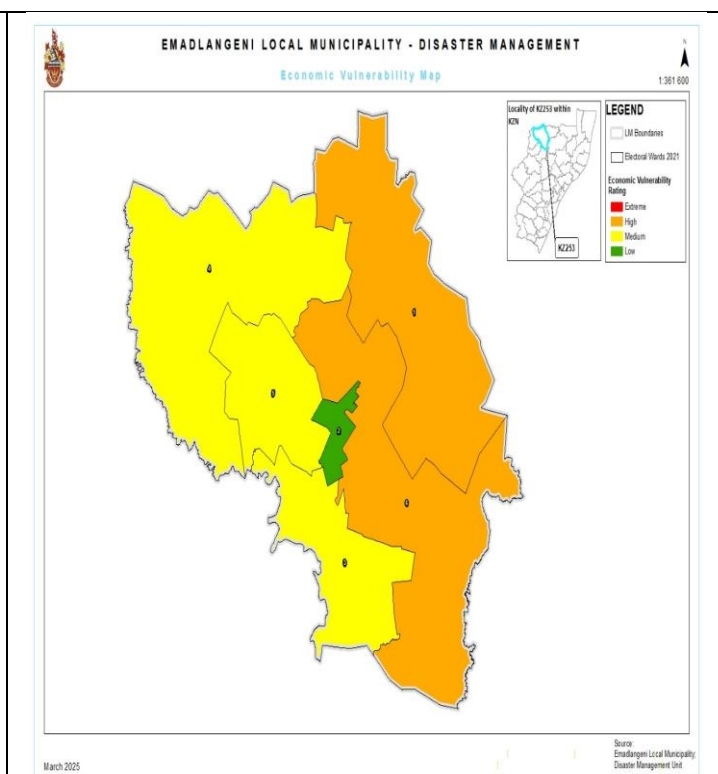


Map 14: Dam Failure Hazard Map

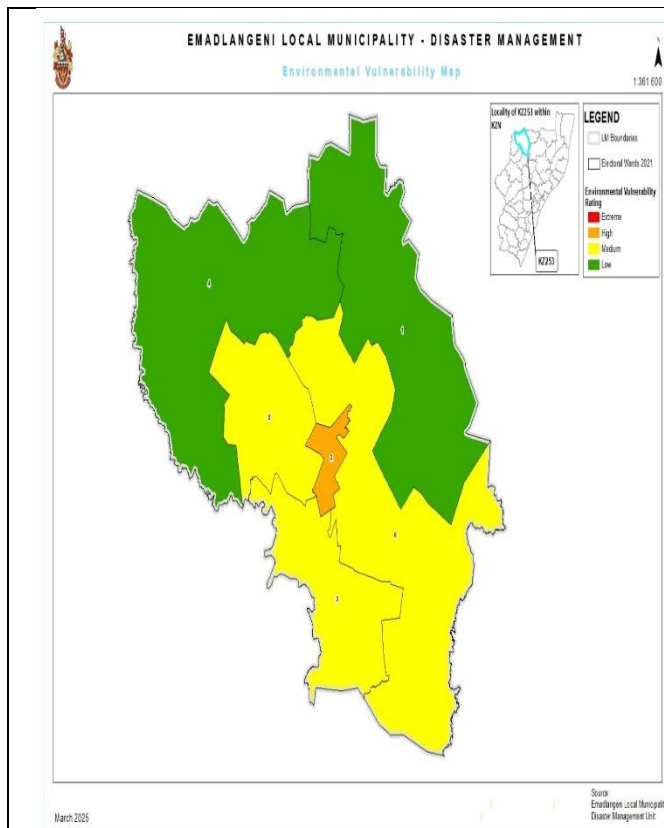




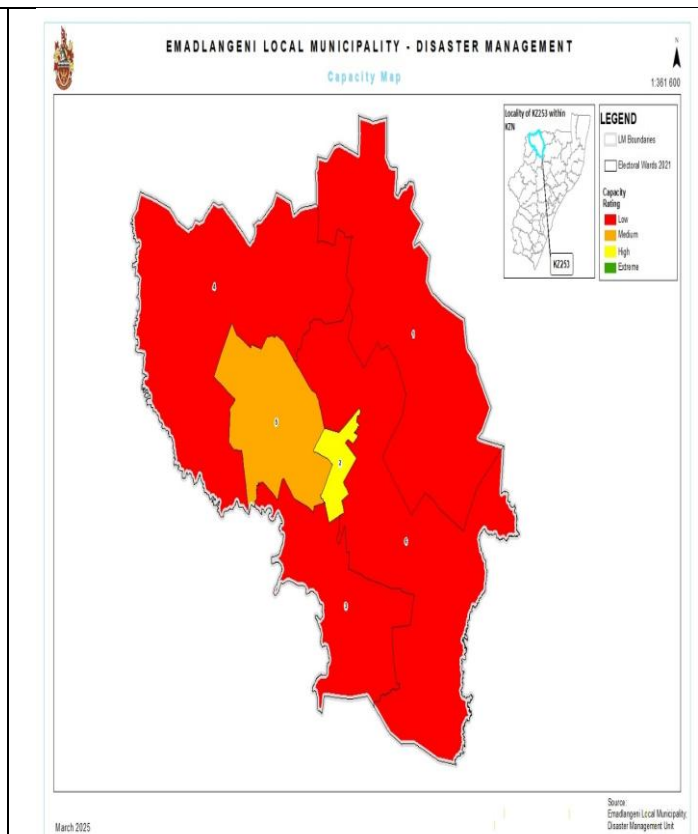
Map 17: Social Vulnerability Map



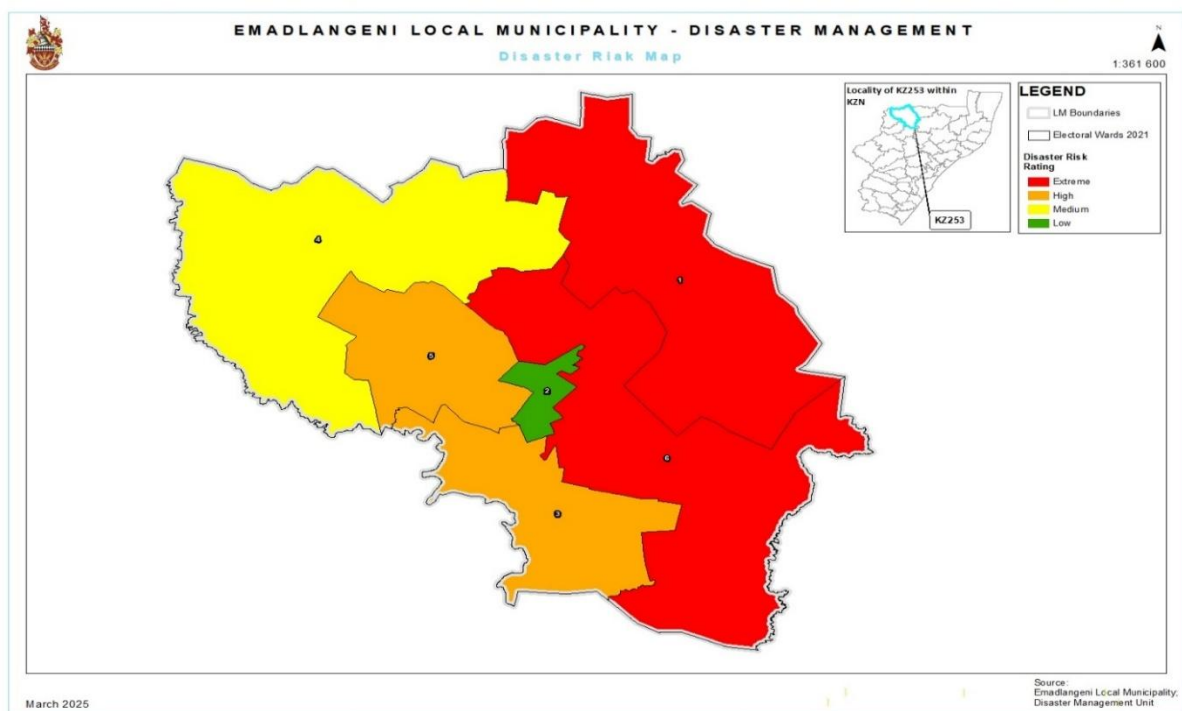
SMap 18: Economic Vulnerability Map



Map 19: Environmental Vulnerability Map



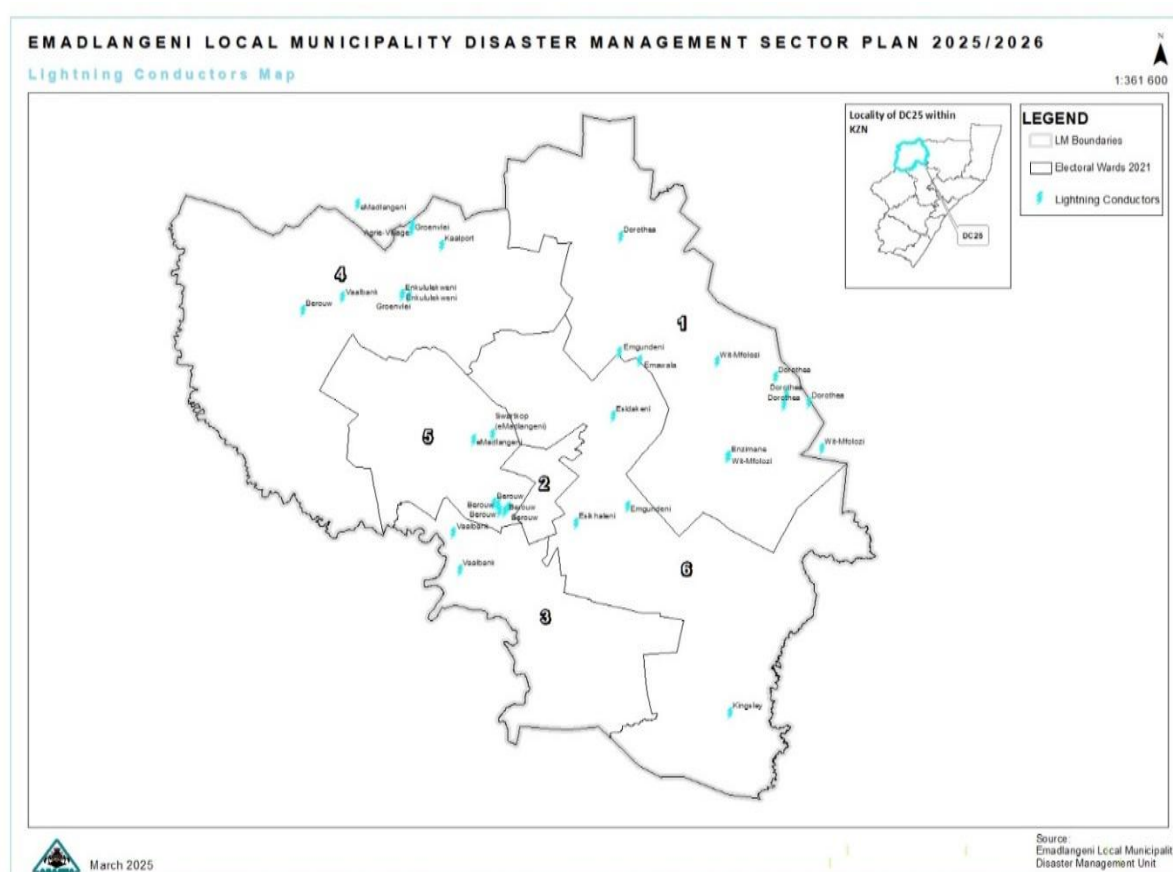
Map 20: Capacity Map



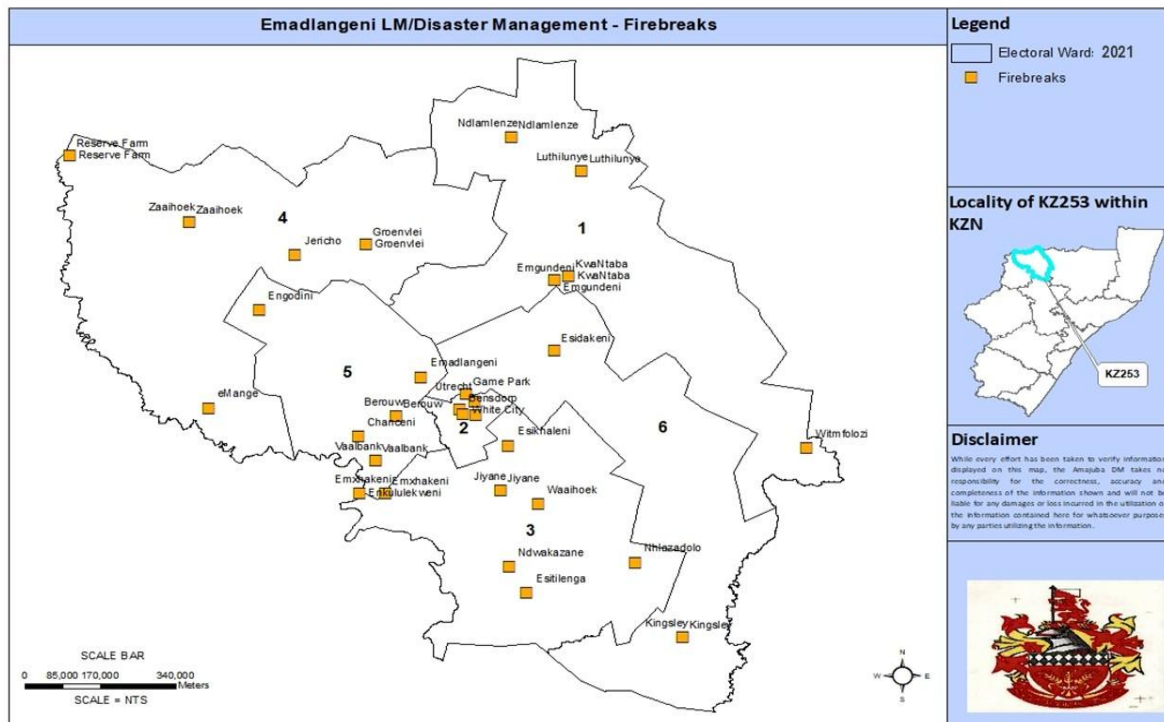
Map 21: Disaster Risk Map

C.2.3.4 DISASTER RISK REDUCTION

The Municipal Disaster Management Plan (DMP) was reviewed and adopted by the Municipal Council on 27 May 2025 and is attached as **ANNEXURE C**. The Municipality has identified projects towards ensuring risk reduction, which includes the creation of fire breaks, installation of lightning conductors, capacity building/workshops and relief interventions. The municipality will be responsible for all these projects. The sector departments have also identified projects towards risk reduction, which includes planting of trees as windbreakers, animal vaccination, emergency fire drills and school-based disaster management.



Map22: Installation of lightning conductors



Map 23: Creation of fire breaks

C.2.3.5 RESPONSE AND RECOVERY

The municipal disaster management unit facilitate, guide, coordinate and monitor the integrated response to disasters. The relevant stakeholders relating to the occurrence will form part of the Joint Operations Centre (JOC). The JOC shall be responsible for the coordination of all operations. Decisions shall be taken through joint consultation. JOC will assume responsibility for all allocation and distribution of resources. The Disaster Manager will act as a chairperson

When relief measures are implemented due to a disaster that strike a community, the following principles will be taken into account:

- ensure that physical materials fulfil the actual needs;
- ensure coordination between the relief agencies to prevent conflict between agencies or among various segments of the population; and
- ensure that it doesn't increase congestion in and near the disaster area.

C.2.3.6 EDUCATION, TRAINING AND AWARENESS

The municipality promotes formal and informal initiatives that encourage risk-avoidance behavior by organs of state, the private sector, non-governmental organizations, communities, households and individuals in the municipal area. The Municipality in partnership with all relevant stakeholders are set to conduct workshops to enhance mainstreaming of disaster risk management at local level where incidents occur. This is also a means to ensure that all wards are developing necessary precautionary measures and capacities for coordination and responding to incidents when they occur. The workshops include traditional leaders, schools and subsistence farmers. The public awareness includes communities within the municipal area.

C.2.3.7 FUNDING ARRANGEMENTS

The breakdown of estimated budget for disaster management and fire services is depicted below:

ACTIVITY	ESTIMATED BUDGET
Municipal Disaster Management Advisory Forum Meetings	R 6 000.00
Installation of lightning conductors	R120 000.00
Fire equipment & material	R 350 000.00
PPE	R200 000.00
Training of communities	R20 000.00
Awareness campaigns	R20 000.00
Maintenance of fire equipment	R200 000.00
Creation of fire breaks	R5 000.00
TOTAL	R 921 00.00

Source: eMadlangeni Disaster Management Sector Plan (2026/27)

C.2.3.8 FUNDING MOBILISATION MEASURES

The municipality is continuously engaging interested stakeholders in funding the fire and disaster management functions. To ensure the fully functional Disaster Management Unit additional funding for projects/activities is needed. Therefore, the interested stakeholders may fund the following projects/activities:

Table 12: Funding Mobilisation

PROJECT/ACTIVITY	ESTIMATED BUDGET
Integrated information management and communication system	R500 000.00
Rescue vehicle (4x4 double cap fire fighting vehicle with jaws of life)	R3 100 000.00
Personal Protective Equipment (PPE) for structural fires	R150 000.00
Extension of the Emergency Services Centre to meet the minimum infrastructural requirements of a Disaster Management Centre as stipulated by the NDMC Guideline, (2017).	R8 300 000.00

Source: eMadlangeni Disaster Management Sector Plan (2026/27)

C.2.3.9 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
- MDMAF established. - Mainstreaming Disaster Management in community structures. - Implementation of prevention programmes/projects such as firebreaks, installation of lightning conductors, training of communities and awareness. - Integrated response and recovery. - Participation in Operation Sukuma Sakhe (OSS) structures. - Municipal by-laws developed and approved. - Dissemination of early warnings to relevant stakeholders. - Memorandum of Understanding between the Amajuba District Municipality and Newcastle Local Municipality - Construction of Emergency Services Centre in partnership with private sector	- Insufficient capacity to deal with disaster management. - Mutual assistance and agreements in cross border (Mpumalanga Province, Umzinyathi and Zululand District Municipalities). - Integrated information management and communication system not established - Insufficient budget for preparedness to deal with disaster management (inventory, resources etc.). - Enforcement of municipal by-laws. - Unsustainable use of some of the indigenous plant resources
OPPORTUNITIES	THREATS

▪ Inclusion of disaster risk reduction efforts in other structures and processes.	▪ Accessibility to incident/disaster scene eg roads. ▪ Vastness of settlements limits the ability of fire & rescue services to respond in other areas. ▪ Land degradation ▪ Invasion by alien species ▪ Network problem in Wards 1, 4, 5 & 6 for the community to report. ▪ Climate change (weather patterns) ▪ High water tables that are easily contaminated ▪ Potential for flooding occurs in low lying areas.

C.2.4 KEY CHALLENGES DERIVED FROM SWOT ANALYSIS

- Inadequate budget for disaster management function.
- Shortage of relief material in case of major incidents.
- Vastness of wards to respond to emergencies.

C.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

C.3.1 MUNICIPAL TRANSFORMATION

Municipal transformation and institutional 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. The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed.

MUNICIPAL POWERS AND FUNCTIONS

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution. Chapter 5 of the Local Government: Municipal Structures Act, 117 of 1998 clearly defines those functions and powers vested in a local municipality, notably:

- a) To provide democratic and accountable government for local communities.
- b) To ensure the provision of services to communities in a sustainable manner.

- c) To promote social and economic development.
- d) To promote a safe and healthy environment, and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

In setting out the functions of a Local Municipality, the Municipal Systems Act indicates that the Minister responsible for Local Government may authorize a Local Municipality to perform the following functions of a Municipality

HUMAN RESOURCE STRATEGY

The eMadlangeni municipality has the Human Resource Strategy in place. The strategy is reviewed annually and was adopted by Council in May 2025. The Strategy serves as a framework of a set of principles and rules that provide direction to the municipality to improve its efficiency and competence. The strategy was developed for the purpose of addressing the movement of the organization structure for the next three years and to project the attrition rate and staff turnover.

The municipality has major goals and objectives that it seeks to achieve through the strategy. The strategy endeavour to:

- i) Empower employees towards maximising their potential and deliver on and exceed organisational requirements
- ii) Champion the cause of the municipal human resource as the municipal's most valuable resource and the key to success in service delivery
- iii) Promote and practice "People First Principles", equity, fairness, objectivity and consistency
- iv) Actively influence the achievement of an employee corps with high morale, high commitment to organisational goals/values and dedication to public/community service
- v) Commit to potential conduct, promote professional human resource management practices and advance the knowledge as proficiency of human resource to the benefit of eMadlangeni municipality
- vi) Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

The municipality introduced the concept on tapping into Internship Programme, as an interim measure, until the budget allows filling of additional posts on the incremental basis. The Municipality appointed 5 interns from Municipal Finance Management Internship Programme.

In terms of the Local Government: Municipal Staff Regulations, government gazette number 45181, dated 20 September 2021. The municipality is implementing the Performance Management System to all employees. The job description, work plan and performance agreement are developed to assess the performance of the employees.

C.3.2 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The municipality is made up of five departments, namely, the Office of the Municipal Manager, Corporate Services, Community Services and Public Safety, Budget and Treasury, and Municipal Planning & Technical Services. Functions of each Department are indicated in table 13. The municipal organogram has been attached as **ANNEXURE H1**.

TABLE 13: DEPARTMENTS WITHIN THE MUNICIPALITY

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	Municipal Management. Municipal Planning (IDP and PMS); and Internal Audit & Forensic Legal Services and Risk compliance Management
Corporate Services	Administration: it is responsible for advertisements in public places; skills development, labour relations, council secretariat, registry; communication and IT. Contract Management and Litigations Special programmes and Public Participation Human resources management
Community Services and Public Safety	Protection Services: Public transport, public safety and roadworthy and Law enforcement. Library Services Maintenance of Parks and Gardens Provide fire and Disaster Management Services Waste and Environmental Management Council support programmes, Implementation of By-laws and Municipal Pound
Budget and Treasury Office	Income: is responsible for Revenue Management; Debt Management and internal control. Expenditure: is responsible for expenditure management; procurement; materials; insurance; internal control and properties Supply Chain Management, assets and facilities. Fleet management
Municipal Planning & Technical Services	Electrical: is responsible for electricity and gas reticulation and street lighting. Civil Services: is responsible for air pollution; municipal airports; municipal public works; storm water management; fence and fences; municipal roads; responsible for Building Regulations, infrastructure planning, housing, maintenance of assets and facilities Municipal planning: SDF, LUMS, environmental management, facilitation of human settlements (housing). Local economic development Local tourism management

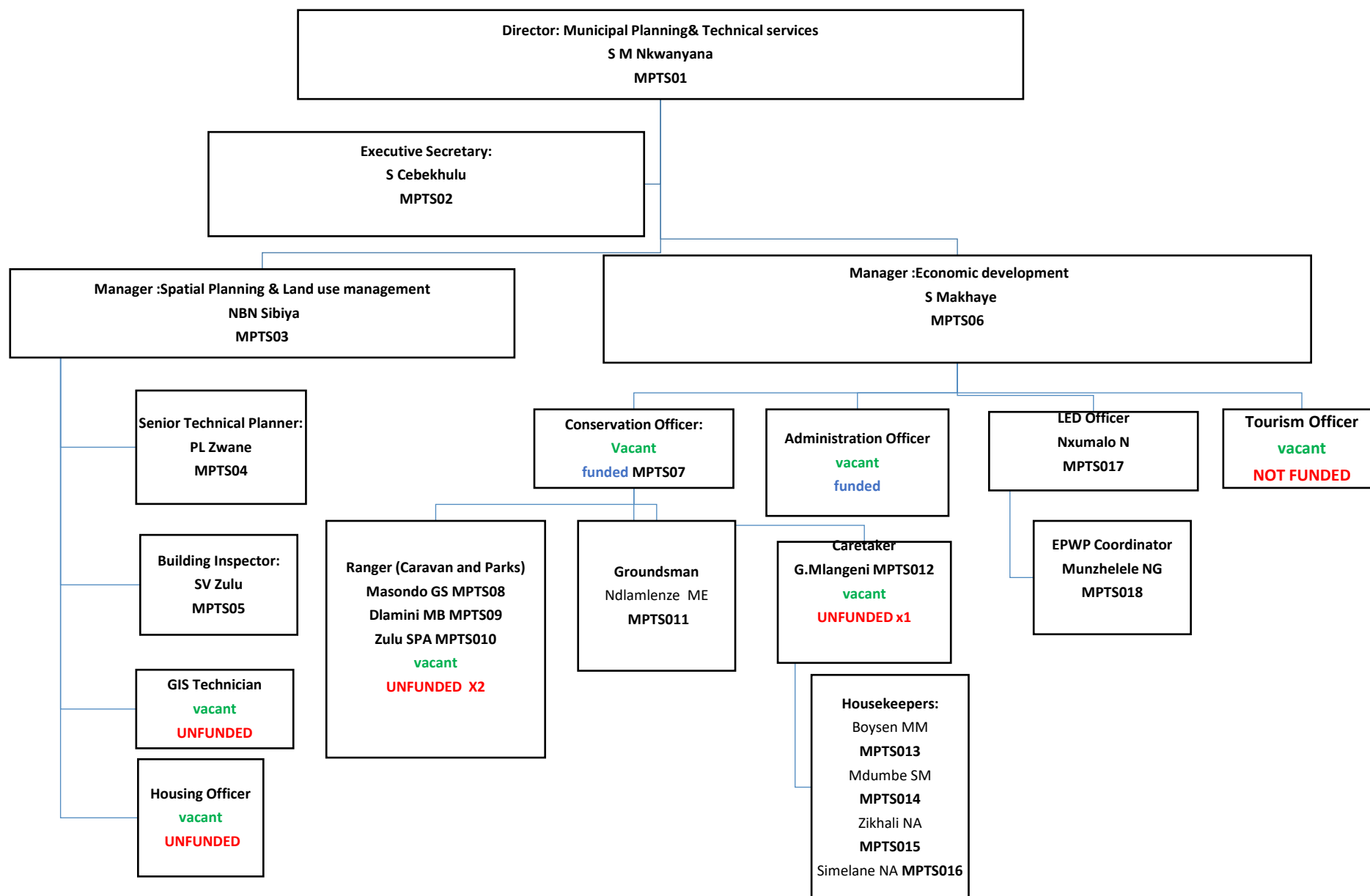
The organogram was reviewed and approved by Council on 27 May 2025. The organogram reflects new created positions that will assist the municipality change the conditions of the services to shift systems across the essential services. However, the additional positions had increased the vacancy rate to 30,1%. The highlights of the organogram are as follows:

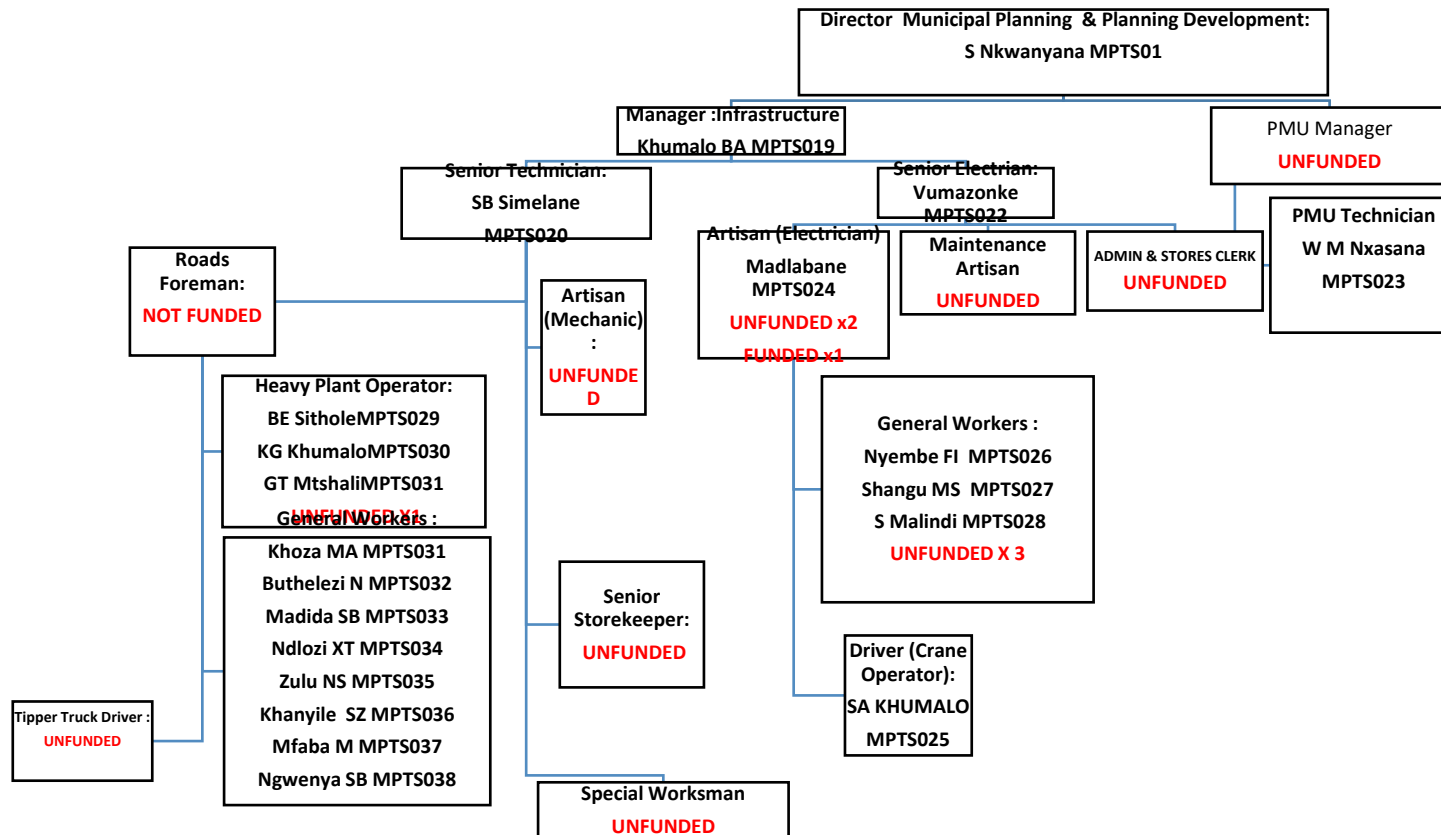
EMADLANGENI LOCAL MUNICIPALITY

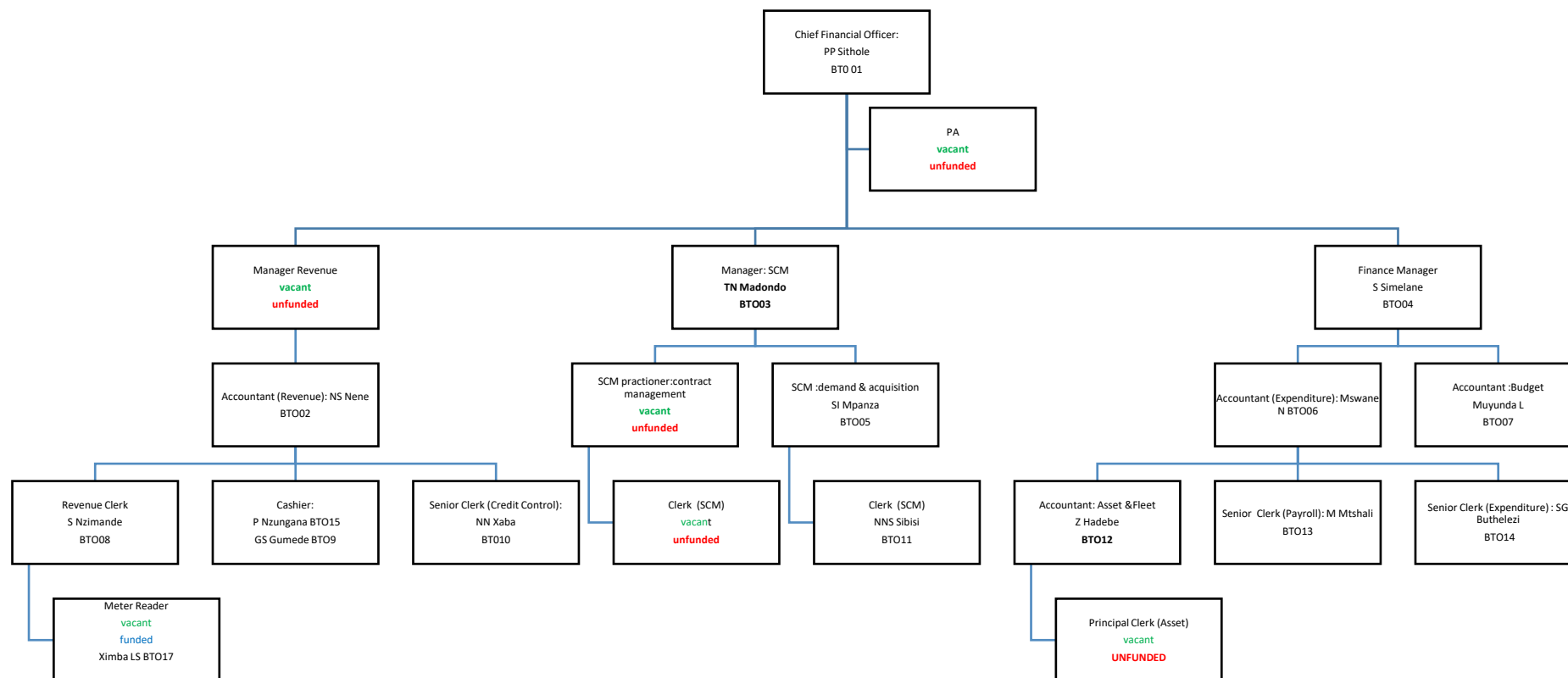
INFRASTRUCTURE AND PLANNING DEVELOPMENT----CHART 1

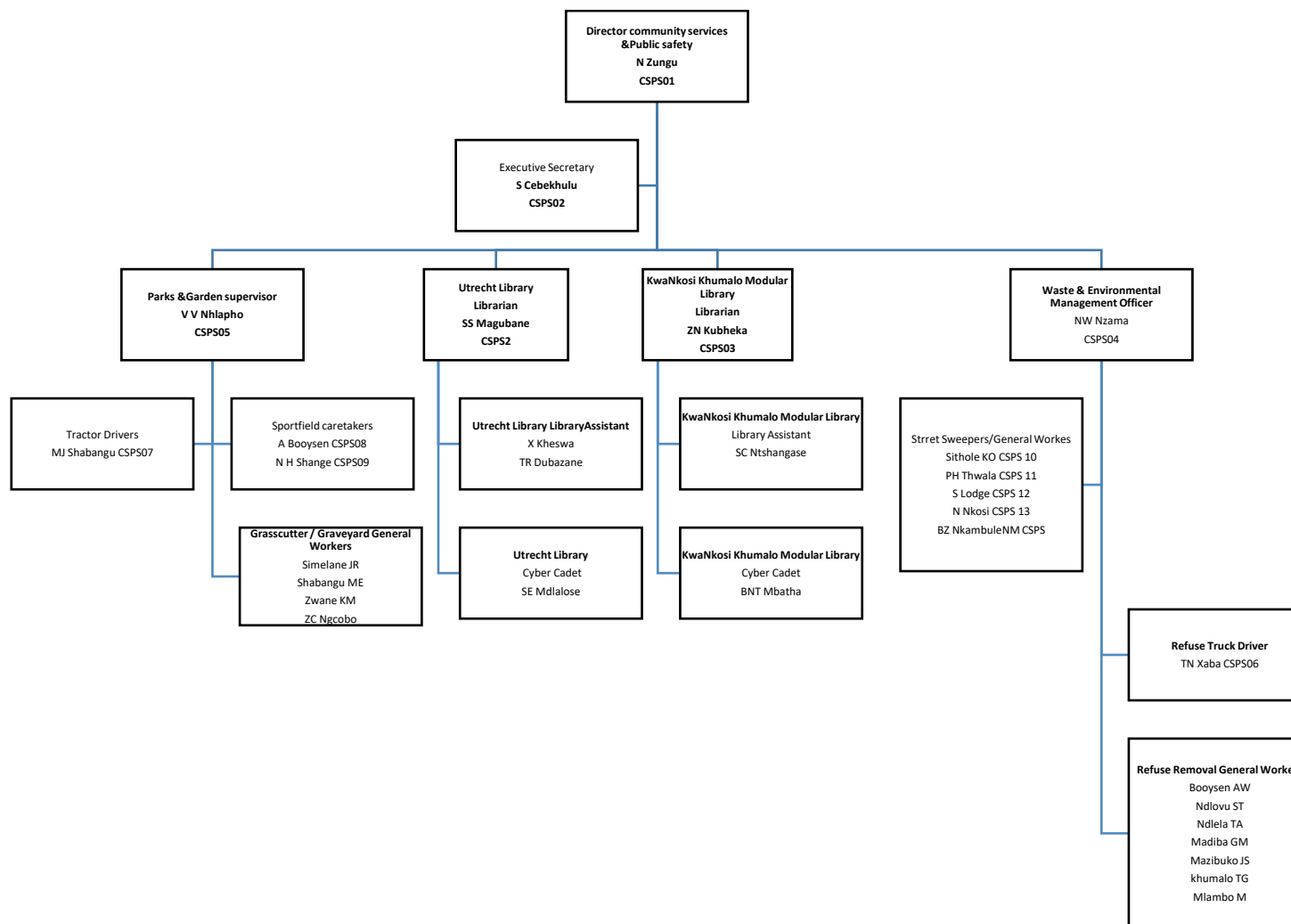
KEY INDICATORS

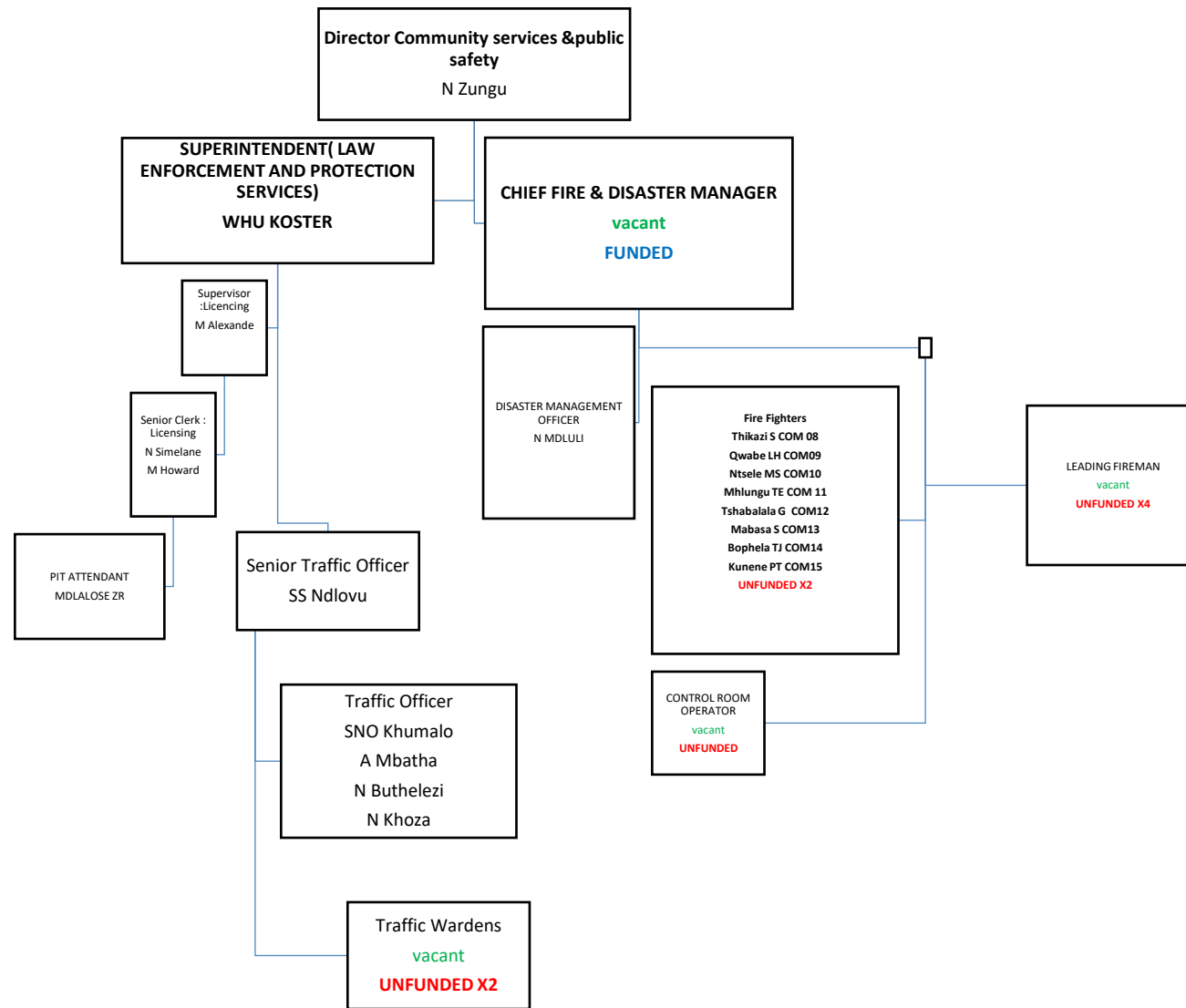
VACANT
NOT FUNDED
NEW POST
FUNDED

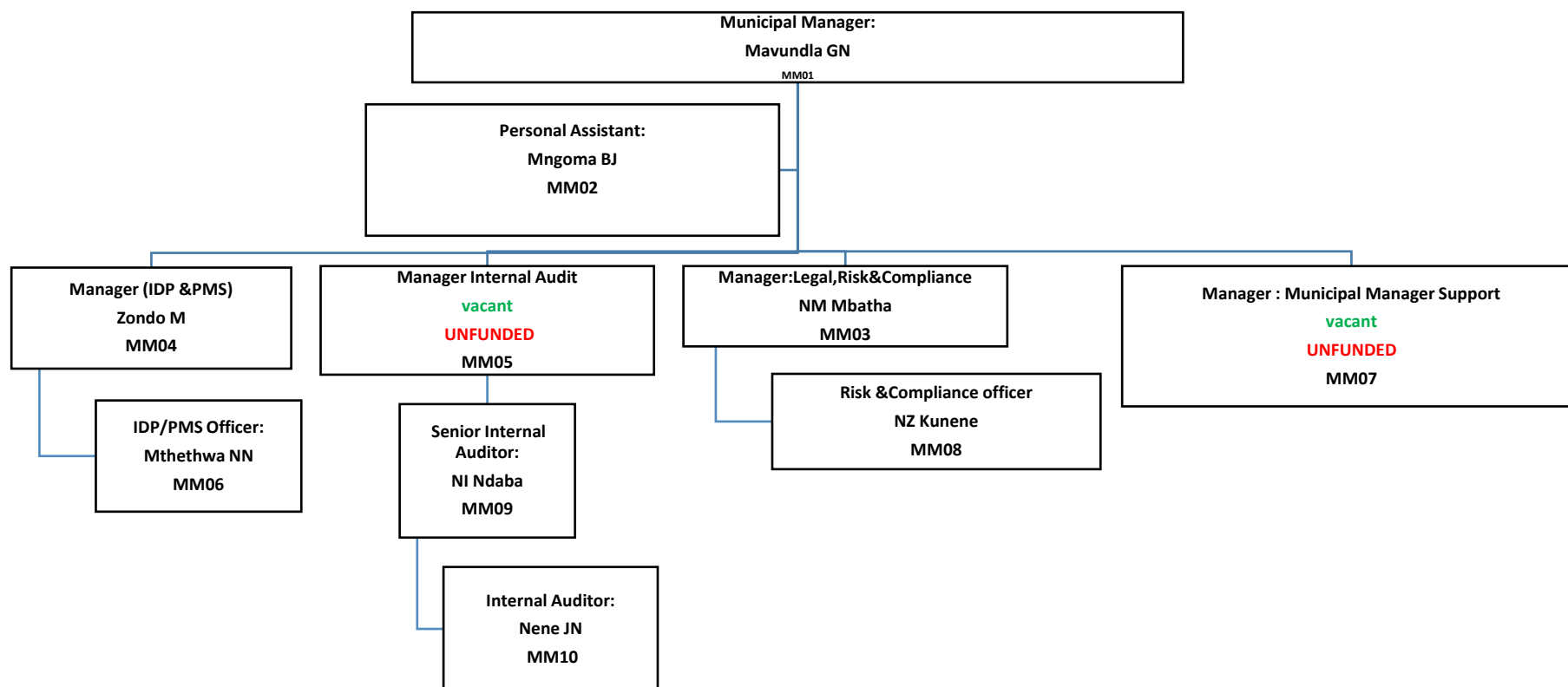














MUNICIPAL POWERS AND FUNCTIONS

NO.	POWERS AND FUNCTION	AMAJUBA DISTRICT MUNICIPALITY	EMADLANGENI LOCAL MUNICIPALITY
1.	Integrated Development Planning		✓
2.	Potable Water Supply Systems	✓	
3.	Bulk supply of electricity		✓
4.	Domestic wastewater and sewage disposal system	✓	
5.	Solid waste disposal sites		✓
6.	Municipal roads which form an integrated part of a road transport system		✓
7.	Regulation of passenger transport services		X
8.	Municipal airport serving the area	✓	
9.	Municipal health serving the area		✓
10.	Fire Fighting services and Disaster Management		✓
11.	Fresh produce markets and (Abattoirs) serving the area		✓
12.	Cemeteries and Crematoria		✓
13.	Promotion of local tourism		✓
14.	Municipal public works relating to any of the above function or and other functions assigned	✓	
15.	the receipt, allocation and if applicable distribution of grants made		✓
16.	The implementation and collection of taxes, levies and duties as related to the above functions or may be assigned		✓
17.	Building Regulations		✓
18.	Local Tourism		✓
19.	Air Pollution	✓	
20.	Licensing and control of undertakings that sell food to the public	✓	
21.	Local sport facilities		✓
22.	Street lighting		✓
23.	Municipal Parks and recreation		✓
24.	Traffic and parking		✓
25.	Refuse removal, refuse dumps, solid waste disposal and cleaning services		✓

C.3.3 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The posts of Municipal Manager, as well as all Section 56 posts, are considered as critical posts. Critical positions have been filled by council. The municipality filled the position of Director community services and public safety in February 2025. The municipality managed to achieve 90% of women in Senior Management positions where 3 females and one male out of four Senior Managers positions.

C.3.4 EMPLOYMENT EQUITY AND RETENTION POLICY

EMPLOYMENT EQUITY PLAN

In accordance with the Employment Equity Act (55 of 1998) the municipality has developed and implemented an Employment Equity Plan (EEP). The updated Employment Equity report was submitted to Department of Employment and Labour portal on 10 January 2025. The duration of the plan is 1 July 2022 to 30 June 2025.

The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination, through the EEP Council further commits itself to implement affirmative action measures to redress the historical disadvantages in employment as a result of the apartheid legacy which restricted members of the designated groups from entry to employment, advancement or development of such.

The municipality is sitting at 0.70% representation of people living with disabilities. The municipality is aware of the current representation and is working on different approaches to address this gap with the intention of meeting the legislated target of 2% of people living with disabilities.

WORKPLACE SKILLS PLAN (WSP)

According to the Skills Development Act 97 of 1998 and regulations, every legislative organization is obliged to prepare a Workplace Skills Plan and submit to relevant Sector Education and Training Authorities (SETA) as compliance for the purpose of identifying skills gaps, guiding skills development and encouraging training among employees.

The Local Government SETA requires all municipalities to submit their Workplace Skills Plan and Annual Training Report by 30 April of each year.

The Plan was compiled after the circulation of Skills Audit Forms to all staff members to verify their level of qualification and training needs. This was done prior to submitting the WSP. The WSP was tabled before the Local Labour Forum (LLF) for approval on 29 April 2025. It was then submitted to LGSETA on 30 April 2025.

The following Skills Programme are part of the Workplace Skills Plan to benefit employees, Councilors and the community.

- Short courses, Workshops
- In-services Bursaries and bursaries
- Recognize Prior Learning (RPL)
- Learnership
- Formal qualification
- Internship
- Work Integrated Learning (In-service training)

The COGTA, Provincial Treasury and National School of Government do provide the capacity building program for officials and Councillors that addresses the UIFW (unauthorized, irregular, fruitless and wasteful expenditure). This capacity building programme aims to eradicate audit findings.

RETENTION POLICY

Emadlangeni Municipality has developed the Retention Policy and was adopted by Council on 27 May 2025.

LABOUR RELATIONS

Labour Relations section primarily deals with managing and strengthening relations between Organized Labour and Management and all employees of the Council irrespective of their Union affiliation. The principle of freedom of association is encouraged by Labour Relations to ensure that no employee is victimized for being a member of a trade union and the rights of those who are non-members are protected. The section is also responsible for workshops/ training for supervisors and shop stewards to ensure relations are continuously maintained at a workplace level.

All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon at the South African Local Government Bargaining Council (SALGBC). The above-mentioned agreements as well as substantive agreements are continuously negotiated between parties to the SALGBC, i.e., the South African Local Government Association (SALGA) and Organised Labour (SAMWU and IMATU). Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council for Conciliation and Arbitration. Labour Relations also represents the Council with cases that appear before the Bargaining Council and the CCMA, as well as those referred to Labour Court.

The Labour Relations section is also responsible for the following:

- Facilitation of and preparation meetings for the Local Labour Forum (LLF) in conjunction with the Committee Section.
- Ensuring that the Local Labour Forum meetings are attended by all parties (Councillors nominated to represent Council at the forum, Management representatives as well as union representatives)
- Workshop Supervisors/Superintendents/Managers on best practices in areas of leadership and management, disciplinary processes and procedures, grievance handling and all other Labour Relations matters in line with relevant legislation. The section also assists with training of shop stewards on labour law, disciplinary and grievance handling processes
- Foster better relationships between management and Organized Labour at all levels of the organization
- Assist and advise line management and employees on good governance principles
- Develop and implement Labour Policy and all other labour related policies
- Advise the Municipal Manager and Senior Management on all labour related matters
- Ensure compliance with Collective Agreement and any other Labour Related Legislation
- Conduct Inductions of new employees on Labour Relations matters.
- Advise and assist Supervisors in managing discipline in their sections.

Organizational Development

The Council strives to maintain and enforce a strict workflow to ensure: -

- Uniformity
- Security
- Accessibility
- Transparency

There are 3 Portfolio Committees which are scheduled to meet every month that feed into the one EXCO's per quarter. Thereafter EXCO recommendations and resolutions of the Executive Committee are submitted quarterly to the full Council meeting for final approval. Numerous ad hoc and other departmental committees exist and are operational. All reports are aligned to the IDP Objectives and approved by the Municipal Manager before they are placed on an agenda.

Institutional Arrangements

In lieu of the above, the following committee structures are in the place in the Municipality:

➤ BTO& Corporate Services ➤ Community Services and Public Safety ➤ Municipal Planning and Technical Services	Section 80 committees

Municipal Public Accounts Committee (MPAC)	Established in terms of Municipal Structures Act, Municipal Systems Act and Municipal Finance Management Act
Local Labour Forum	Established in terms of the Organisational Rights Agreement
➤ Bid Specification ➤ Bid Evaluation ➤ Bid Adjudication	Supply Chain Management Committees
Municipal disciplinary board	Regulation 4(1) of the Systems act requires the municipal council to establish a disciplinary board to investigate allegations of financial misconduct in the municipality or municipal entity, and to monitor the institution of disciplinary proceedings against an alleged transgressor
Municipal Disaster Management Advisory Forum	Established in terms of Disaster Management Act 52 of 2002 as Amended.

WORK INTEGRATED LEARNING (WIL) (IN-SERVICE TRAINING / INTERNSHIPS)

During the 2024/25 financial year, the municipality entered into an agreement with Amajuba TVET College where the municipality will host and accommodate WIL students to provide them with the opportunity of Inservice training which will enable them to obtain their qualification. The Municipality is hosting 20 WIL students from Amajuba and 5 interns from provincial treasury, and 4 interns that were originally placed by CoGTA from 1 February 2023 to 31 January 2025 were retained by Municipality.

RECRUITMENT & SELECTION

Emadlangeni Municipality has in place, the Recruitment & Selection Policy which was adopted in May 2023. The policy aims at:

- a) Introducing fair and objective principles and procedures for the staffing of the permanent and contract/temporary employees of the municipality.
- b) Providing guidelines for the appointment of candidates to the municipality
- c) Establishing principles and procedures and thereby ensuring that the municipality complies with the legislative principles in respect of employment equity and affirmative action
- d) Setting out procedural steps for the advertisement of a vacant post, the selection of applicants for the interviews, the conducting of interviews and the appointment of candidates to the established staff complement of the municipality.

EMPLOYEE ASSISTANCE PROGRAMME (EAP)

Emadlangeni local municipality values employees as the most important asset to sustain the organisation. The municipality takes responsibility for helping employees to deal with pressures of life. Thus, this organization has undertaken to provide its employees with an Employee Assistance Programme (EAP).

EAP is a work-based intervention programme aimed at an early identification and resolving of the employees personal and work-related problems, which may have an adverse effect in their work performance. The total wellbeing of employees adds up to the wellbeing of the municipality. EAP put focus and emphasis on four Health and Wellbeing spheres which are: Psychological/ Emotional wellbeing, Physiological wellbeing, Spiritual Wellbeing and Social wellbeing. Thus, EAP came as a helping tool to the Municipality's commitment to assist employees to deal with their social and emotional pressures and to remain productive. EAP is also playing a role through its programmes to enhance the municipality's profitability by reducing absenteeism, turnover, tardiness, accidents, medical claims and improving service delivery.

Attending EAP is free of charge to all employees of eMadlangeni local municipality and assistance is available during the working days.

CHANGE MANAGEMENT

This unit aims at improving the overall effectiveness of the organisation through planned, comprehensive and systematic processes. It involves intervening in the processes, structure and culture of the organisation. There is a strong emphasis on organisational behaviour, human resource development and organisational change. The following are important issues to note:

- Organisational design refers to the process of aligning the structure of the organisation with its objectives, with the aim of improving the efficiency and effectiveness of the organisation.
- Managing change and transition cuts across all the phases of the organisational structuring process. It includes communication and consultation with staff and key stakeholders. How effectively change and transition are managed has a major impact on the outcome of the organisational structuring processes or any other changes the organisation have to deal with.

Finer adjustments are however continuously taking place, upon approval by Council.

One of the key challenges faced by the municipality is the absence of the job evaluation forum to determine appropriate post levels. Additionally, in some sections/units, only one official is responsible for all functions, which poses a serious risk to continuity and service delivery should that individual leave the municipality or pass away.

The sections mentioned above, include:

- Human Resources
- Communications
- Public participation
- Special programs
- Council support/committee
- Registry
- Asset & fleet management
- PMU section

C.3.7 ICT FRAMEWORK

INFORMATION & COMMUNICATIONS TECHNOLOGY POLICY

The Information and Communications Technology Policy was reviewed and adopted by Council on the 31st of August 2023; no further amendments have since been made.

The objectives of ICT Security policy include:

- a) informing the municipal IT system users of their responsibilities when utilizing the system
- b) ensure a better service delivery by enabling a reliable and robust IT system environment
- c) outlining controls and standards that promote acceptable IT system usage; and
- d) identifying and mitigate ICT related risks

TELEPHONE POLICY

The eMadlangeni Municipality Telephone Policy was reviewed and adopted by Council on 31 August 2023. There are no amendments made to the policy currently. The policy serves as a guiding principle in guiding eligible employees access to its communication facilities.

The purpose of Telephone policy is to:

- Regulate the allocation and usage of municipal communication facilities
- Promote effective, efficient and responsible utilisation of communication tools
- Promote honesty and accountability in dealing with public resources for authorized official purposes
- Instil the culture of cost-saving and diligence when bestowed with municipal facilities.

STATUS ON ICT STEERING COMMITTEE

Emadlangeni municipality has a functional ICT Steering Committee and meetings convene on quarterly basis. The quarter four meeting is on the pipeline.

The ICT Steering Committee is made up of the following members:

- a) Chairperson: Deputy Director Corporate Services – Mrs Madinana
- b) ICT Manger – Mr Jele
- c) CFO – Mrs Sithole
- d) Director Community Services & Public Safety – Ms. Zungu
- e) Director Municipal Planning & Technical Services – Mr Nkwanyana
- f) Chief Traffic Officer – Mr Korster
- g) Secretariat – Ms Cebekhulu

The committee serves as the principal governance body for providing strategic direction, oversight, and coordination of ICT initiatives.

IMPLEMENTATION

Most implementation takes place on the system itself. Regular User awareness programs are held by ICP Unit.

C.3.8 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT: SWOT ANALYSIS

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
Staff Complement across the departments Council Committees in operation Human Resource policies and plans in place	Skills deficiency Weak ICT infrastructure
OPPORTUNITIES	THREATS
Institutional growth through employment Skills Development Programmes (Internship, Work Integrated Learning, Bursaries and Learnerships) Mobile library to service outlying areas Online NSG course	loss of critical skills Tools of trade are limited

C.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

C.4.1 Batho Pele

❖ **Batho Pele Service Standards Policy**

The municipality has developed and adopted the Batho Pele Service Standards Policy in May 2025. The policy will enable the municipal employees to deliver services in a customer focused way as stated in the Batho Pele National Policy. It will ensure that the Municipality's systems and procedures and attitudes of its employees are reoriented in favour of service delivery.

❖ **Complaints Management Policy – 2025/26**

The Complaints Management Policy was developed and adopted by Council in May 2025 for the 2025/26 financial year. The policy has been developed in line with the Citizens' Complaints and Compliments Management Framework of March 2013.

The purpose of the policy is to:

- (a) Provide for a systematic process of documenting complaints within the municipality
- (b) Afford clients with an opportunity for redress should standards fall below expected standards
- (c) Highlight area of improvement that led to customer satisfaction
- (d) Lay down a process and principles to be followed when lodging a complaint

❖ **Complaints Management Committee**

The municipality is in the process of appointing the Complaints Management Committee as per the Municipal delegations. The committee will comprise of the following:-

- (a) The Chairperson, appointed by the Municipal Manager
- (b) A representative from each Directorate
- (c) A representative from Legal Services and Internal Control
- (d) The Secretariat from Corporate Services

The Committee will perform the following functions:

- (a) Oversee all complaints received by the municipality including feedback provided;
- (b) Ensure effective and efficient management of the Municipal Complaints Register;
- (c) Provide input on complaints reports received from Communications unit;
- (d) Ensure compliance with this policy and any other complaints policies and guidelines

Prior to developing the Complaints Management Policy, the municipality operated using the complaints management system where within the municipal offices there is a suggestion box which is made available for the community to lodge their complaints.

The table below illustrate a list of community concerns that were raised on the IDP Road Show (Imbizo) held on the 09 May 2025.

Name	Ward	Comment	Municipal Response
Mpiyakhe Malinga	Ward 1 – Enzimane	-The community was promised boreholes and is still waiting. -The community is still waiting for electricity promises to be met.	In progress
Mr Mlambo	Ward 1 - Dorothea	-The community is facing cell phone network issues -The community needs a bridge.	In progress
Wiseman Nkosi	Ward 1- Lithulunye	-Expressed concerns about the state of undrivable roads. -Requested a visit from the mayor	In progress
V.D Zulu	Ward 2 - Balgrey	-Expressed concerns over a bridge that keeps taking lives. -Asked for toilets -Requested removal of asbestos	In progress
Lindelwa Khumalo	Ward 2 - Politiki	-The community no longer receives the community mobile clinic. -The community needs a water tanker.	In progress
Nkosingiphile	Ward 3	The community needs water pumps	In progress
Mhayise Zikalala	Ward 4 – Zaaihoek	-Expressed concerns as to why the community has no access to the Zaaihoek dam – its not being utilized.	In progress
Sanele Sibiya	Ward 4 – Zaaihoek	-Shortage of solars Requested water pipes from the river.	In progress
Mr Zikode	Ndwakazane	-The community borehole is no longer functional -Solars and toilets are not being distributed evenly.	In progress
Senzo Ndlovu	Ward 5 - Vaalbank	Complained about ill treatment from a water treatment plant –	In progress

		irregularities with contractors.	
Nompumelelo Ndlozi	Ward 5 - Emadlangeni	-Expressed concerns over a dangerous bridge that might be swept away anytime. -Expresses concerns over flooded roads.	In progress
Simphiwe Hlongwane	Wit Mfolozi	-Requested JoJo Tanks for the community as the community has no water at all.	In progress
Zanele Nkabinde	Ward 5 – Agri-village	-Community is neglected by Cllr, and requested a separate Cllr. -Grievances over no response on agri funding applications.	In progress
Sihle Sondezi	Ward 5 - Chanceni	Expressed concerns over inconsistent arrival of water tankers.	In progress
Andisiwe	Ward 6 – Slagveid	-There is no electricity in the area -Community is neglected by Cllr. And ward committee.	In progress
Ms Mbatha	Ward 6 – Esidakeni	The community is still in need of toilets and electricity.	In progress
Ms Nkosi	Ward 6 -Esidakeni	-Community has no electricity access -Community feels neglected -Community is facing high unemployment	In progress

NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL

C.4.2. Operation Sukuma Sakhe (OSS)



Operation Sukuma Sakhe (OSS) Operation Sukuma Sakhe Operation Sukuma Sakhe has a “whole of Government approach” as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore, delivery of services is required through partnership with the community, stakeholders and government. Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. It is the KwaZulu-Natal Provincial Government flagship programme that seeks to combat all kinds of ills affecting the society. It calls for joint efforts from all sectors to contribute towards sustainable upliftment of the standard of living for the people of KZN at the National Government level and is called “war on poverty”. Operation Sukuma Sakhe (OSS) was established in the eMadlangeni Local Municipality during 2011. Ongoing activities and strategies planning are increasing the effectiveness of the structure. The Municipality has 04 CDWs (Community Development Workers) that provide a foundation for at least 04 wards. The deployment of managers to war rooms is being pursued and managers are to act as mentors for the war rooms. In addition, all Departments sit in the LTT.

The District Task Team (DTT) is functional. DTT meetings are held monthly. The Chairperson of the Local Task Team sits in the District Task Team. The last DTT meeting was held on 14 May 2025. The DTT successfully coordinated the Cabinet Day which took place on 26 March 2025 within Amajuba District. The DTT successfully provided required interventions to address challenges that were reported during the previous Cabinet Day.

The warroom meetings are convened in all 6 wards within the eMadlangeni Local Municipality. All warrooms are functional. The Local Task Team (LTT) visits the warrooms quarterly for support and further interventions. The Warroom Chairpersons report to the LTT on Tuesdays once a month. The warroom meetings are attended by: sector Departments, CCGs, CDWs, Ward Committee Members, CWP, Forum members i.e. Disability Forum, Senior Citizens Forum, Women’s Forum, Men’s Forum, Child Care Forum as well as Traditional Leaders and Faith Based Organizations. The warroom meetings

are championed by Ward Councillors. The warroom have been revitalised and capacitated to seat as per the below schedule:

Ward No.	Venue	Date	Time
Ward 1	NdlamInze Tribal Court	Wednesday (Once a month)	10h00
Ward 2	Utrecht Town Hall	Mondays (once a month)	10h00
Ward 3	Mxhakeni Hall	Thursday (once a month)	10h00
Ward 4	Groenvlei Community Hall	Wednesday (once a month)	10h00
Ward 5	Amantungwa Tribal Court	Wednesday (twice a month)	10h00
Ward 6	Ebuhleni School	Mondays (once a month)	10h00

C.4.2.1 Approved Documents Under Public Participation

- Ward Based Plans (**ANNEXURE K1**)
- Ward Committee Operational Plans (**ANNEXURE K**)
- Public Participation Strategy (**ANNEXURE K2**)

C.4.3. Inter-governmental Relations (IGR)

Section 24 of the Intergovernmental Relations Framework Act (No. 13 of 2005) stipulates that there must be a District Intergovernmental Forum to promote and facilitate intergovernmental relations between the district and local municipalities within the district.

The eMadlangeni Municipality takes part in Intergovernmental Relations (IGR) Forums at the District level to promote cooperative governance and integrated development across the region. These forums address cross-boundary issues and provide sector departments with the opportunity to contribute on technical matters.

Intergovernmental Relations Forum	Objective/Function	Attendees from the eMadlangeni Municipality	Functionality
Mayors Forum	✓ Plays pivotal role in fostering cooperative governance and ensuring integrated service delivery across the district's three local municipalities		
Speakers Forum	✓ Provide political guidance in the determination of policy objectives ✓ Make decisions regarding community participation and consultations ✓ Consult with social partners on Government Programmes such as CDWs, Ward Committees	Cllr. P.X Qwabe (Speaker)	Meetings are convened on monthly basis

CFOs Forum	✓ The purpose of the forum is to share information on financial management and provide guidance on financial governance, planning, compliance, and performance	Mrs. Sithole (CFO) and the Finance Team	Meetings convene quarterly
Provincial CoGTA Forums	✓ These are provincial structures which are being attended by the municipalities which include MUNIMEC, with the purpose of tracking municipal progress in various sectors and departments	Cllr M.L. Buthelezi Mrs. G.N. Mavundla	Meetings convene quarterly
SPLUMA Forum	✓ Facilitate coordination, consultation, and alignment on matters related to spatial planning and land use management	Mrs. Sibiya (Manager: SPLUMA) Mr. Zwane (Senior Technical Planner)	Meetings convene quarterly
Disaster Advisory Forum	✓ Provide a mechanism for relevant role-players to consult one another and to coordinate their actions on matters relating to disaster management within eMadlangeni Municipality	Ms. N. Zungu (Director: Community Services) Mrs. Gazu (Social Services) Ms. Mbatha (Public Participation) Mr. Mabaso (Communications) Mr. Makhaye (LED Manager)	Meetings convene quarterly
District LED Forum	✓ Serves as a strategic platform for coordination, collaboration, and integration of local economic development efforts among district and local municipalities, sector departments, and businesses with the aim of promoting inclusive economic growth, sustainable development, and job creation.	Mr. Makhaye (LED Manager) Mr. Nxumalo (LED Officer)	Meetings convene quarterly
Municipal Rapid Response Team	✓ Provide coordinated and effective responses to community issues, service delivery disruptions, and protests within the eMadlangeni municipality. The team ensures that problems are addressed to maintain stability	Speaker (Chairperson) Senior Managers Traffic Unit Communications Officer Ms. Mbatha (Secretariat)	Meetings convene quarterly
District Communicators Forum	✓ Provide a structured platform for communication professionals within Amajuba District to collaborate, share resources and best practices, coordinate messaging, and enhance the effectiveness and	Mr. Mabaso (Communications Officer)	Meetings convene quarterly

	consistency of internal and external communications across the district.		
Local Government Communicators Forum	✓ The Forum fosters collaboration, knowledge sharing, and strategic alignment among communication professionals across local government entities.	Mr. Mabaso (Communications Officer)	Meetings are convened twice in a financial year

C.4.3.1 DISTRICT DEVELOPMENT MODEL (DDM) STRUCTURES

The District Development Plan aims to improve the coherence and impact of government service delivery with a focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation. DDM enables synergy between national, provincial and local priorities, and implementation of immediate priority projects and actions as well as long term strategic framework for predictable, coherent and effective service delivery and development.

Emadlangeni Municipality participates in the following DDM Cluster meetings:

- i) District Development Model Governance Cluster Meeting
- ii) Amajuba District Social Protection, Community and Human Development Technical Cluster
- iii) Amajuba District Economic and Infrastructure Cluster
- iv) DDM Technical Hub

C.4.4. WARD COMMITTEE

Emadlangeni Local Municipality has 60 ward committee members, 10 in each ward. The ward committees have been inducted and are functional. Each Ward Committee received the out pocket of R1200.00 per Month. The main role of ward committees is to be a link between the Municipality and the community in all 6 wards. Ward committees seat in the Municipal IDPRF to add their inputs from community meetings and war rooms. They provide support to the Ward Councillors, facilitate feedback on matters raised by the community with the Ward Councillors, conduct door to door campaigns for household profiling and indigent applications serve notices to communities for meetings and mobilize the community. The ward committees have been aligned to different sectors i.e. Infrastructure and Planning, IDPRF, Water and Sanitation, Transport, Education, and LED. Ward

committee meetings are chaired by the Ward Councillor, and are conducted on a monthly basis, sectoral reports are submitted to the Public Participation Practitioner on a monthly basis as per the Ward Committee Verification Process. Ward committee meetings are conducted on a monthly basis chaired by the Ward Councillor. Public Meetings are conducted quarterly, compulsory one meeting per ward.

C.4.4.1 WARD COMMITTEE FUNCTIONALITY

The following functions and powers have been assigned to Ward Committee Members, as contained in Section 16 and Section 59 of the Municipal Systems Act, No. 32 of 2000: Encourage and create conditions for communities to participate in:

- The preparation, implementation and review of the IDP;
- Establishment, implementation and review of Councils Performance Management System;
- The monitoring and review of Councils performance, including the outcomes and impact of such performance and
- The preparation of Councils budget
- Participation in the above functions means that the Ward Committee members will discharge its responsibilities by way of involvement in making inputs in the form of recommendations to Council.
- Additional delegated functions and powers:
 - Assist the ward councilor in identifying challenges and needs of residents;
 - Create formal unbiased communication channels and co-operative partnership between the Municipality and the community within the ward;
 - Ensure contact between the municipality and community through use of and payment of Services;
 - Create harmonious relationships between residents of a ward, the ward councilor, geographic community and the municipality;
 - Act as advisory body on Council policies and matters affecting communities in the ward;
 - Serve as officially recognized and specialized participatory structures in the municipality;

- May receive and record complaints from the community within the ward and provide feedback on Council's response;
- May make recommendations on any matter affecting the ward to the Ward Councillor or the Council, the EXCO and the Mayor;
- May act as a resource, through which Council and its departments, Provincial and National Departments must consult with and canvass community opinions on any matter they deem necessary;
- Ward Committees may also be used as resources, by non-governmental organizations and non-political organizations to consult with Ward Committees, only if they do not and will not make Council liable for any expenditure to be incurred;
- Ward Committees shall, within their scope of work, invite Council officials and other people with specialized knowledge to advise them on matters affecting their ward, when they deem it necessary;
- Ward Committees may, subject to available capacity and resources, conduct an annual satisfaction survey in order to assist the committee in the execution of its function and powers. The satisfaction survey should be administered in the ward by the Ward Committee members under the supervision of the Ward Councillor and with the administrative support of the municipality.

The municipality is guided by its Public Participation Strategy which will be adopted by council in May 2026, it is referred to as **ANNEXURE K**. The ward committee functionality verification results were a 100% for the year 2024/2025. The ward verification result is calculated as follows:

The Ward Committee functionality verification results were reported at 100% for the 2025/2026 financial year. The Ward Committee functionality assessment criteria is as follows:

- Annual Target of 72 meetings
- Annual Target of 4 Meetings
- Annual Target of 720 Reports
- Annual Target of 4 meetings

FUNCTIONALITY RESULTS OF EACH WARD PER QUARTER IN 2025/2026

FUNCTIONALITY RESULTS OF EACH WARD PER QUARTER IN 2025/2026 FINANCIAL YEAR

WARD	1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER	CHALLENGES
1	Functional	Functional	Functional	Still to convene	Currently there are no challenges encountered.
2	Functional	Functional	Functional	Still to convene	
3	Functional	Functional	Functional	Still to convene	
4	Functional	Functional	Functional	Still to convene	
5	Functional	Functional	Functional	Still to convene	
6	Functional	Functional	Functional	Still to convene	

MEASURES TAKEN TO IMPROVE PERFORMANCE

- The Public Participation Practitioner ensures that all the ward committee functionality assessment elements are met
- Ward committee members signed the code of conduct guiding them to serve their communities in an ethical manner
- The Public Participation Practitioner ensures that ward committee members attend the quarterly ward committee meetings for debriefing, so that they will be able to serve their communities better.
- All ward committee members and ward councillors can attend Ward committee schedules for meetings, WAR ROOM meetings; and public meetings.
- Ward Based Plans and Ward Committee Operational Plans were compiled and adopted by Council
- Ward Committees were inducted on Code of Conduct, Roles and Responsibilities and ward committee functionality assessment process
- Ward Committee Members attend workshops, trainings and sector meetings conducted by various stakeholders in order to expand their knowledge on public participation programs and improve their report writing skills.

IDP/BUDGET ROAD SHOWS PERFORMANCE HIGHLIGHTS

The IDP/Budget Roadshow will be held in May 2026 at the venue to be identified.

WARD COMMITTEE TRAININGS

There were no accredited trainings conducted so far.

PUBLIC PARTICIPATION STAKEHOLDERS ENGAGEMENT

- RISK ASSESSMENT WORKSHOP FACILITATED BY PDMC AND ADM DISASTER MANAGEMENT UNIT WAS ATTENDED ON THE 23RD OF JULY 2025 AT OSIZWENI COMMUNITY HALL. THE WORKSHOP WAS ATTENDED BY PPU, CDWS, WARD COMMITTEE MEMBERS AND IZINDUNA AROUND THE DISTRICT
- -ON THE 5TH OF AUGUST 2025 DISASTER MANAGEMENT UNIT HOSTED AN INTERGRATED DISASTER MANAGEMENT AWARENESS WORKSHOP, HELD AT VAALBANK COMMUNITY HALL ON THE 5TH OF AUGUST 2025
- DISASTER MANAGEMENT AWARENESS CAMPAIGN IN NOVEMBER 2025 AT THE UTRECHT TOWN HALL
- CLEAN UP CAMPAIGN IN WARD 2, UTRECHT IN NOVEMBER 2025
- OFFICIAL OPENING OF THE DISASTER EMERGENCY CENTRE ON THE 2ND OF DECEMBER 2025 AT BERSIG SPORT FIELD
- AMAJUBA DISTRICT IDP & BUDGET WARD COMMITTEE CONSULTATION MEETING HELD ON THE 17TH OF MARCH 2026 AT THE UTRECHT TOWN HALL
- COMMUNITY SAFETY AWARENESS CAMPAIGN ON CRIME PREVENTION HELD ON THE 14TH OF MARCH 2026 AT THE UTRECHT TOWN HALL
- HUMAN RIGHTS DAY CELEBRATION BY THE KZNERA CONDUCTED ON THE 19TH OF MARCH 2026 AT THE UTRECHT TOWN HALL.

MUNICIPAL RAPID RESPONSE TEAM (MRRT)

The MRRT is functional and is chaired by the Municipal Speaker, with PPO as the Secretariat. The MRRT meets quarterly or as and when the need arises. The last meeting was on the 11th March 2026 at the Council Chamber.

OPERATION SUKUMA SAKHE (OSS)

Operation Sukuma Sakhe is a call for the people of KwaZulu Natal to be determined to overcome the issues that have destroyed the communities such as poverty, unemployment, crime, substance abuse, HIV/AIDS and TB. Operation Sukuma Sakhe has a whole of Government approach “as its philosophical basis”. It spells out every initiative and how its links to initiatives being implemented by the different sector departments and the spheres of government. Therefore, delivery of services is required through partnership with the community, stakeholders and government.

OSS Structures: The following structures starting from Districts to wards have different responsibilities to discharge in relation to Operation Sukuma Sakhe and they have been established and functional

1. Amajuba District Task Team
2. Amajuba District AIDS Council
3. EMadlangeni Local Task Team (LTT)
4. EMadlangeni AIDS Council
5. War rooms

OSS –eMadlangeni Local Task Team (LTT)

For Operation Sukuma Sakhe to operate it needs the existence of the following core group of stakeholders, eMadlangeni LTT comprise of the following stakeholders:

- Business Sector
- Traditional Leadership Sector
- NGO Sector
- Religious Sector

- Sporting Fraternity
- Women
- Children
- Youth
- People with disability
- Senior Citizens

Some of the critical success factors to ensure the effective functioning of the OSS in the eMadlangeni Local Municipality are noted hereunder:

- Inclusion of community structures that include civil society, business and development partners and other stakeholders
- Institutional arrangement linkages and integrated development planning
- Integrating Operational Plans with Governmental Departmental plans
- Establishing of a permanent “War rooms”
- Allocating cadres to conduct Household profiling to identify needs
- Ensuring that different Departments sit in LTT
- Constantly building capacity of Managers through presentations on OSS reporting

7.4.8 CHALLENGES

- Complaints Management System is not integrated within all Units in the Local municipality.
- Attendance for the Public Meetings in some areas within wards is poor as the areas are too scattered and some community members do not get the notices for the meetings and hence, they do not attend the meetings and are left uninformed on the activities and programmes happening in their areas. A loud hailer can bridge that gap and everyone can be able to attend the meetings and stay informed.
- Lack of resources for the Public Participation Unit i.e. car allowance, vehicle designated for the Unit to attend stakeholder and community engagements.

MEASURES TO IMPROVE PERFORMANCE

- An Integrated Complaints Management System
- Prompt feedback on community issues and complaints.
- Regular presentation on the progress of planned projects for the 2024/2025 financial period to ward committees on a quarterly basis
- Bringing back Community Services Department to deal directly with community queries.

C.4.5.1 BROAD BASED COMMUNITY NEEDS

The Municipality had a joint IDP and Budget Roadshow with the District Amajuba. The roadshow was held at Mzilikazi Sport field on the 09th of May 2025. Ward Based Plans were conducted in all wards, referred to as **ANNEXURE K1**.

C.4.5.2 BROAD BASED COMMUNITY NEEDS

Participatory mechanisms that take place throughout the IDP process help the project to ensure that the process, plans, goals, and implementation of the planned intervention is inclusive, and importantly address the needs of marginalized groups and minorities to ensure non-discrimination and equality. Participation has built up ownership and partnerships which have made the projects that have been implemented within the community more sustainable. During the IDP process, participation is implemented during the assessment and planning phase to help gather relevant data to define development challenges and to identify vulnerable groups, map out root causes, and set priorities. The integrated development planning process provides a forum for identifying, discussing and resolving the issues specifically aimed at upliftment and improvement of conditions in the under-developed parts of the municipality area. Municipal Departments participate throughout the process by contributing relevant aspects of their sections. The objective of the IDP process is to facilitate deliberations resulting in decisions being made on the strategic development direction of the municipality and includes issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. The IDP, however, will not only inform municipal management; it is intended to guide the activities of any agency from other spheres of government, corporate service providers, NGOs and the private sector within eMadlangeni Local Municipality and Amajuba District.

C.4.6 PARTICIPATION OF TRADITIONAL LEADERS IN MUNICIPAL COUNCIL

Emadlangeni Local Municipality has six electoral wards and five Traditional Councils, namely: Ndlamlenze Traditional Council, Thekwani Traditional Council, Amantungwa Traditional Council, Mbatha Traditional Council and Mgundeni Traditional Council. Section 81 of the Municipal Structures Act (Act No. 117 of 1998) states that According to Section 81 of Municipal Structures Act Amakhosi should form part of the Municipal Council. At eMadlangeni, Amakhosi are part of the Council they seat to all council meetings as per their oath as well as their proportion. Inkosi Mabaso and Inkosi uNzima are recognized as traditional leaders attending council meetings. In January 2025 Inkosi Z.G. Mabaso was appointed as a member of the Executive Committee.

Below are meetings attended by Amakhosi during the 2024/25 financial year:

DATE	MEETING/ENGAGEMENT ATTENDED	VENUE
22 April 2025	Engagement with Traditional leadership for IDP and Budget	Emadlangeni Municipal Council Chamber
06 March 2024	Engagement with Amajuba Traditional Leaders prior 2024/25 IDP adoption	Amajuba Council Chamber

DATE	MEETING / ENGAGEMENT ATTENDED	VENUE
06 February 2024	Infrastructure & Planning Development Portfolio	Emadlangeni Municipal Council Chamber
28 February /2024	Emadlangeni LM Municipal Council Meeting	Emadlangeni Municipal Council Chamber
05 March 2024	Infrastructure & Planning Development Portfolio	Emadlangeni Municipal Council Chamber
19 March 2024	Corporate Services and Budget & Treasury Portfolio	Emadlangeni Municipal Council Chamber

The attendance register of Traditional leadership has been attached as **ANNEXURE K3**.

C.4.7 IDP STEERING COMMITTEE

The IDP & Budget Steering Committee is functional in eMadlangeni Municipality. The key objectives of the committee is to review progress on the current IDP and budget implementation; ensuring alignment between the IDP, budget and sector plans; identify funding priorities and constraints; and recommending adjustments or strategic shifts. The attendees for the eMadlangeni IDP & Budget Steering include:

- Mayor – Chairperson
- Municipal Manager
- Senior Managers
- IDP/PMS Manager
- Management Committee
- Public Participation Officer
- IDP/PMS Officer
- Accountant: Budget
- Accountant: Revenue
- LED Officer
- HR Officer

During the 2024/25 financial year the IDP & Budget Steering Committee meetings convened on 05 March 2025 and 14 May 2025.

C.4.8 MANAGEMENT STRUCTURES

The Municipality filled the critical positions within the 2024/25 financial year. The municipality managed to achieve 75% of women in Senior Management positions where 3 females and one male in the Senior Managers positions. The following critical positions were filled on the following dates.:

Municipal Manager - 01 October 2022

Director Community Services and Public Safety – 01 February 2025

Chief Financial Officer - 02 May 2023

Director Infrastructure and Planning Development – 02 May 2023

C.4.9 Communications Plan/Strategy

A communication strategy, policy, and social media policy were adopted during the current administration to cater for communication in eMadlangeni Local Municipality, referred to as **ANNEXURE G**. The municipality has a clear program for communicating with its citizens, which includes the following:

- Monthly Radio Slots, where the mayor attends media interviews with commercial and community radio stations.
- The municipality has a formal social media page that is updated on a daily basis. - The website is managed internally.
- The municipality has an external newsletter published quarterly. - The municipality has a WhatsApp line called "Si'Ringa NoMayor."
- Notice boards are utilized for public notices.

The Communications Directorate seeks to achieve the following:

- Enhance understanding of municipal services and communicate opportunities for participation programs.
- Share the municipality's position on emerging issues and community needs.
- Communicate how the actions of the municipal administration are driven by and connected to Office Bearers, municipal priorities, and community needs.
- Link municipal priorities with the community's vision. - Ensure the delivery of accurate and understandable messages to the community, stakeholders, and staff.
- Make the best possible use of municipal communications resources and align them with the activities and expertise of the organization.
- Create a climate to promote broader and more effective civic engagement.

There is also the existence of a communications and marketing strategy designed to provide immediate and longer-term strategies to address the following objectives:

- Enhance understanding of municipal services and communicate opportunities for participation programs.
- Share the municipality's position on emerging issues and community needs. - Communicate how the actions of the municipal administration are driven by and connected to Council's directions, municipal priorities, and community needs.
- Link municipal priorities with the community's vision. - Ensure the delivery of accurate and understandable messages to the community, stakeholders, and staff.
- Make the best possible use of municipal communications resources and align them with the activities and expertise of the organization.
- Create a climate to promote broader and more effective civic engagements. The municipality also allocates resources to support enhanced communications.

C.4.10 MUNICIPAL STRUCTURES

MUNICIPAL COUNCIL

The Municipal Council is accountable for the achievement of the goals and objectives of the municipality and its municipal entities. Considering the necessity of risk management is an important tool to support the achievement of this goal, it is critical that Councillors provide leadership to governance and risk management.

C.4.10.1 INTERNAL AUDIT

The eMadlangeni Local Municipality has an established Internal Audit Unit as required by the Section 165 of the Municipal Finance Management Act, 56 of 2003. The Internal Audit unit is an independent, objective assurance and consulting activity designed to add value and improve the municipality's operations. It evaluates and contributes to the improvement of risk management, internal control and governance systems of the eMadlangeni Local Municipality. The Audit & Performance Committee focuses on both the financial and performance aspects of the Municipality.

The Internal Audit Unit reports administratively to the Accounting Officer and functionally to the Audit Committee. The Internal Audit unit has an approved Charter and Internal Audit Annual for each financial year.

C.4.10.2 AUDIT COMMITTEE

EMadlangeni Local Municipality has an established Audit & Performance Committee as required by Section 166 of the Municipal Finance Management Act, 56 of 2003. The current Committee Members were appointed for the period **01 August 2022 – 31 July 2025**. However, their term will be extended by one (1) month, until 31 August 2025. The newly appointed Audit & Performance Committee will assume its duties effective 01 September 2025. The Audit & Performance Committee of the eMadlangeni Local Municipality consists of the following members:

Names and Surname	Position
1. Buhle Dhlamini	Chairperson
2. Thandeka Ndlovu	Member
3. Velaphi Kubeka	Member

The Audit Committee has the responsibility of being an independent advisory body to Council, the Political Office Bearers and the Accounting Officer, thus assisting Council in its oversight role. The Internal Audit unit reports functionally to the Audit & Performance Committee, thus ensuring that the oversight role is exercised. The Audit & Performance Committee tables quarterly reports to Council quarterly and achieved the annual target of 4 meetings for the 2023-2024 financial year.

C.4.11.1 Enterprise Risk Management

Risk management, a Corporate Governance imperative, is one of Management's core responsibilities in terms of Section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of the Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Municipality. It also focuses on reducing materialized risks to acceptable levels, as well as maximizing opportunities available to the organisation. When properly executed, risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

In order to enhance risk management processes to ensure a truly integrated and enterprise- wide approach, the Municipality has approved and is annually reviewing its Enterprise Risk Management Policy and Strategy, which when applied, will ensure:

- more sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- innovation;
- reduced waste;
- prevention of fraud and corruption;
- better value for money through more efficient use of resources;
- better outputs and outcomes through improved project and programme management;
- aligning risk tolerance and strategy;
- pursuing institutional objectives through transparent identification and management of acceptable risk;
- providing an opportunity to prioritise the risk management activity;
- enhancing risk response decisions;
- reducing operational surprises and losses;
- identifying and managing multiple and cross-enterprise risks;
- seizing opportunities; and
- increasing the probability of achieving objectives.

Enterprise Risk Management involves:

- Objective setting;
- Risk Identification;
- Risk Assessment;
- Risk Response;
- Communication and reporting; and
- Monitoring and review

The functional key performance areas of the Enterprise Risk Management unit include:

- Enterprise Risk Management;

- Fraud Risk Management;
- Business Continuity Management; and
- Compliance Management

C.4.11.2 Risk Registers

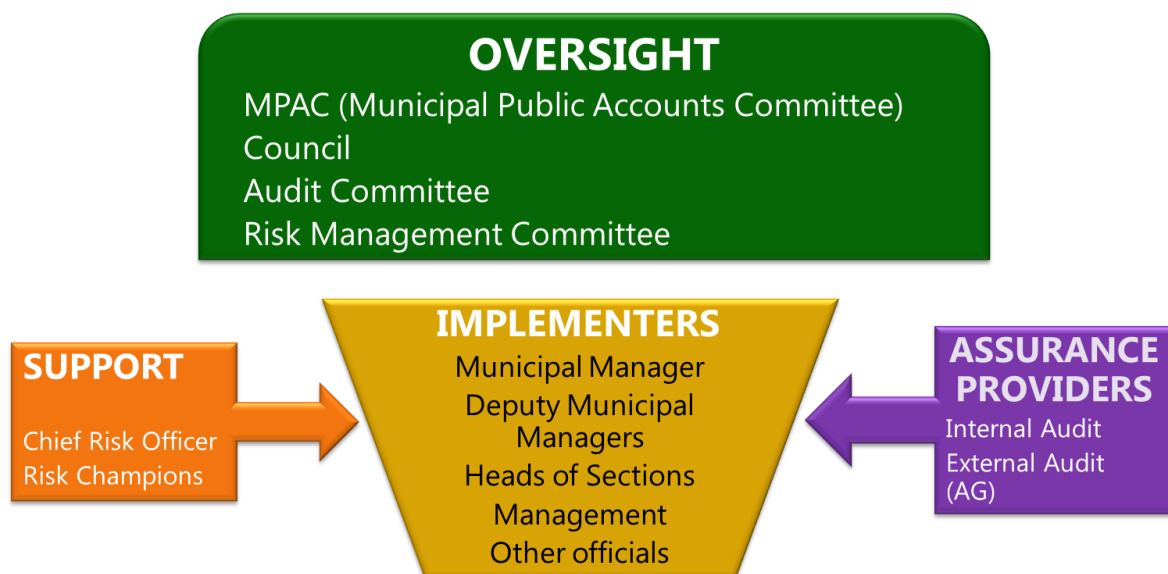
The Municipality has four risk registers in place. The Strategic, Operational, ICT and Fraud Risk registers which are regularly monitored and updated on a quarterly basis. Our risk assessments are conducted on an annual basis, reviewed and approved by council for the next financial year. The action to verify service providers that have been identified to be in the employment of the state that have traded or attempted to trade with the municipality through CSD and DPSA is an example of fraud risk. Emadlangeni Local Municipality has a zero-tolerance attitude to fraud and will do everything financially prudent to ensure that fraud, corruption or misconduct, cannot affect its assets and financial well-being.

C.4.11.3 Anti-fraud Strategy and Corruption Strategy

The municipality has an Anti-Fraud and Corruption Prevention Strategy in place which aims on preventing and reporting fraud. The strategy intendeds to set down the stance of EMadlangeni Local Municipality towards fraud and corruption as well as to reinforce existing systems, policies, procedures, rules and regulations of the Municipality aimed at preventing, deterring, detecting, reacting to, and reducing the impact of fraud and corruption, where such dishonest activities exist. In keeping with the zero-tolerance approach, acts of fraud, corruption and misconduct will not be tolerated at any level. The strategy has driven the development of a Fraud Risk register which entails all the fraud risks pertaining to each department within the municipality as well as Fraud awareness campaigns that are conducted on an annual basis to all levels of staff. All fraud will be investigated and followed up by the application of all remedies available within the full extent of the law as well as the application of appropriate prevention and detection controls. These prevention controls include the existing financial and other controls, and checking mechanisms as prescribed in the systems, policies, procedures, rules and regulations of government. The Anti-Fraud and Corruption Strategy will be reviewed and approved.

C.4.11.4 RISK MANAGEMENT COMMITTEE

The Emadlangeni Municipality has an Enterprise Risk Management Committee that is fully functional and reports to the Audit Committee, Council and the Municipal Public Accounts Committee (MPAC) as oversight. Risk Champions in each department report to the Risk Officer on risk management matters and co-ordinate risk management activities in their respective business units. The Risk Champions are set to get formal training which will be facilitated by Provincial Treasury which will equip the Champions with the skills to facilitate, monitor, and report on enterprise risk management (ERM) within their departments. Continuous training and awareness is an important part of the process, effected to ensure that risk management is understood, embraced and integrated into the organizational culture- filtering from Top Management to all levels of staff. Risk Assessments are conducted, reviewed and updated annually and on a continuous basis- and are carried out on both a strategic and operational level to ensure a thorough approach. The Municipal Manager is the ultimate Chief Risk Officer and is responsible for championing risk management and ensuring that its activities are monitored through performance management throughout the organization. The Municipality has appointed an external risk management chairperson with effect from 01 September 2025 ending on the 31 August 2028.



C.4.12 MUNICIPAL BYLAWS

EMadlangeni has adopted and implemented a number of by-laws to govern planning and to ensure the effective management and operation of the municipality.

Table 14 presents a list of all municipal policies and their status.

TABLE 14: MUNICIPAL POLICIES AND BY-LAWS

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
1.	Recruitment, Selection and Appointment Policy	Adopted and implemented Reviewed	A34/2019 27.06.2019 A180/2023 29.06.2023	✓
2.	Payroll policy	Adopted and implemented Reviewed	A32/2019 27.06.2019 A180/2023 29.06.2023	✓
3.	Skills Development Policy	Adopted and implemented Reviewed Reviewed	A57/2019 27.06.2019 A180/2023 29.06.2023 A169/2025 27.05.2025	✓
4.	Overtime Policy	Adopted and implemented Reviewed Reviewed	A58/2019 27.06.2019 A180/2023 29.06.2023 A169/2025 27.05.2025	✓
5.	Leave Management Policy	Adopted and implemented Reviewed	A59/2019 27.06.2019 A180/2023 29.06.2023	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
		Reviewed	A169/2025 27.05.2025	
6.	Council vehicle Policy Fleet Management Policy	Adopted and implemented Reviewed	A196/2017 12.06.2017 A180/2023 29.06.2023	✓
7.	Delegation Register	Adopted and implemented	A33/2019 27.06.2019	
8.	Indigent Policy	Adopted and implemented Reviewed	A114/2016 27.06.2016 A125/2025 07.03.2025	✓
9.	Human Resources Strategy	Adopted	A175/2025 27.05.2025	✓
10.	Records Management	Adopted and implemented	A102/2016 27.06.2016	
11.	Code of Conduct	Adopted and implemented	B108/2016 23.08.2016	✓
12.	Internship Policy	Adopted	A129/2025 27.03.2025	✓
13.	Performance Management System Policy	Adopted	A156/2024 23.05.2024	✓
14.	Acting Allowance Policy	Adopted	A169/2025 27.05.2025	
15.	ICT Cyber Security Policy	Adopted	A169/2025 27.05.2025	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
16.	FINANCIAL POLICIES			
17.	Budget Policy	Adopted and implemented Reviewed	A44/2018 30.05.2018 A125/2025 07.03.2025	✓
	Supply Chain Management Policy	Adopted and implemented Reviewed	A20/2019 01.04.2019 A125/2025 07.03.2025	✓
18.	Virement Policy	Adopted and implemented Reviewed	A20/2019 01.04.2019 A125/2025 07.03.2025	✓
19.	Cash and Investment Policy	Adopted and implemented Reviewed	A20/2019 01.04.2019 A125/2025 07.03.2025	✓
20.	Fixed assets Policy	Adopted and implemented Reviewed	A20/2019 01.04.2019 A125/2025 07.03.2025	✓
21.	Expenditure Policy	Adopted	A120/2025 26.02.2025	✓
22.	Cost Containment Policy	Adopted and implemented Reviewed	A46/2018 27.06.2018 A125/2025	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
			07.03.2025	
23.	UIFW Expenditure Strategy	Adopted	A120/2025 26.02.2025	✓
24.	Revenue and Enhancement Strategy	Adopted and implemented Reviewed	A47/2018 27.06.2018 A125/2025 07.03.2025	✓
25.	Borrowing Policy	Adopted	A125/2025 07.03.2025	✓
26.	Travel and Subsistence	Adopted and implemented Reviewed	A100/2016 27.06.2016 A120/2025 26.02.2025	✓
27.	Other			✓
28.	Communication Strategy Communication Policy	Adopted	A96/2017 26.07.2017	✓
	Batho Pele Services Standards Policy	Adopted	A168/2025 27.05.2025	✓
29.	Property Rates Policy	Adopted and implemented Reviewed	A44/2018 30.05.2018 A125/2025 07.03.2025	✓
30.	Municipal By-laws	Adopted and implemented	A140/2015 29.06.2015	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
31.	Building works, Building Plans, completion: Policies and Procedures	Adopted and implemented		✓
32.	Ward Committee Establishment Policy	Adopted and implemented Reviewed	A63/2022 27.10.2022	
33.	Anti-Fraud and corruption strategy, risk implementation plan and rewards, gift and favours Policy	Adopted	A86/2024 12.05.2024	
34.	Language Policy	Adopted	A98/2016 27.06.2016	✓
35.	Appointment of the Consultant Policy	Adopted	A179/2025 27.05.2025	✓

C.4.13 BID COMMITTEES

The municipality established the following BID committees;

- Bid specification committee
- Bid Evaluation committee
- Bid Adjudication Committee

C.4.14 MPAC

EMadlangeni Local Municipal Council has appointed the MPAC in accordance with section (79) of the Municipal Structures Act. The terms of reference have been approved by the MPAC Committee and adopted by Council. The primary purpose of the MPAC is to assist Council to hold the Executive and

the Municipal administration accountable for the efficient and effective use of the municipal resources. To fulfil its role of oversight, the MPAC has to be provided with the necessary information and documentation to interrogate the actions of the executive and the administration. The function of the MPAC is to;

- Detect and prevent abuse, arbitrary behaviour and illegal or unconstitutional conduct from the municipality's part;
- Hold the municipality accountable with regards to how taxpayer's money is used and thereby to improve efficiency and the economy;
- Ensure that policies/projects approved are delivered;
- Improve transparency in municipal operations and enhance public trust.

After 2016 local government elections; eMadlangeni Local Municipality was proclaimed as a collective municipality from plenary council which means the municipality has an Executive Committee. The Municipality have a functional Executive Committee.

The Executive Committee holds its ordinary meetings in terms of the Council approved meeting schedule and convenes special meetings as per need. As the principal Committee of Council, it receives and processes reports from Portfolio Committees and makes recommendations to Council for adoption or approval.

PORTFOLIO COMMITTEE/S BTO	MEMBERS
	Cllr M.L Buthelezi
	Cllr P.F Chongo
	Cllr V.C Ndlovu
	Cllr N madida
	Cllr M.R Khumalo
	Cllr N.M Dekker

PORTFOLIO COMMITTEE/S INFRASTRUCTURE PLANNING AND DEVELOPMENT	MEMBERS
	Cllr Chongo
	Cllr NM Dekker
	Cllr M.R Khumalo
	Cllr S.M Khoza
	Cllr M.J Mthethwa
	Cllr K.V Sibisi
	Cllr N Nkosi

C.4.16 LAND USE MANAGEMENT

The Emadlangeni Local Municipality is now fully SPLUMA compliant with appointed Authorising Officers, planning Registrar, planning appeal Registrar, functional Municipal Planning Tribunal and a

Municipal Appeal Authority. The municipality now has a Single Land Use Scheme for its area of jurisdiction. Since the inception of the Single land use scheme there has been an increase in the number of rezoning applications. This is due to the contravention notices being served.

There is a shortcoming of a written and spatial representation of the five year SDP for the spatial form of the municipality as required by section 21(b) of SPLUMA.

C.4.16 BROAD LAND USES

C.4.16.1. COMMERCIAL AGRICULTURE

Commercial agriculture accounts for the largest land use in the municipality, covering approximately 9.36% of the total municipal area. A concentration of commercial agriculture rests in pockets on the western portion of the municipality. There is also a concentration of commercial plantations on the eastern region of the municipality.

C.4.16.2 SETTLEMENTS

Settlements in the municipality are largely rural in nature. Urban settlements include the nodal areas of Utrecht, Groenvlei and Kingsley and accounts for a small share of 0.12% of the total municipal area.

C.4.16.3 ENVIRONMENTAL AREAS

A large portion of the municipality is covered by grassland. Environmental areas also include conservation areas which have ecological and economic importance as a result of their function. These include water courses, wetlands, grasslands, open spaces and other natural habitats. Furthermore, this use zone provides for the protection and conservation of ecologically significant areas, culturally significant areas and natural habitats. Environmental uses/areas are scattered across the municipal area and account for the largest percentage of the total municipal area.

C.4.16.4 LAND OWNERSHIP

Land ownership in eMadlangeni falls within the state, Ingonyama Trust, Communal Trust, state land and privately owned land. Majority of the land in the municipality is privately owned, where private ownership includes individuals, families and trusts. The municipality owns a very small percentage of land within the eMadlangeni area. Ingonyama Trust owns a small percentage of land within the municipality.

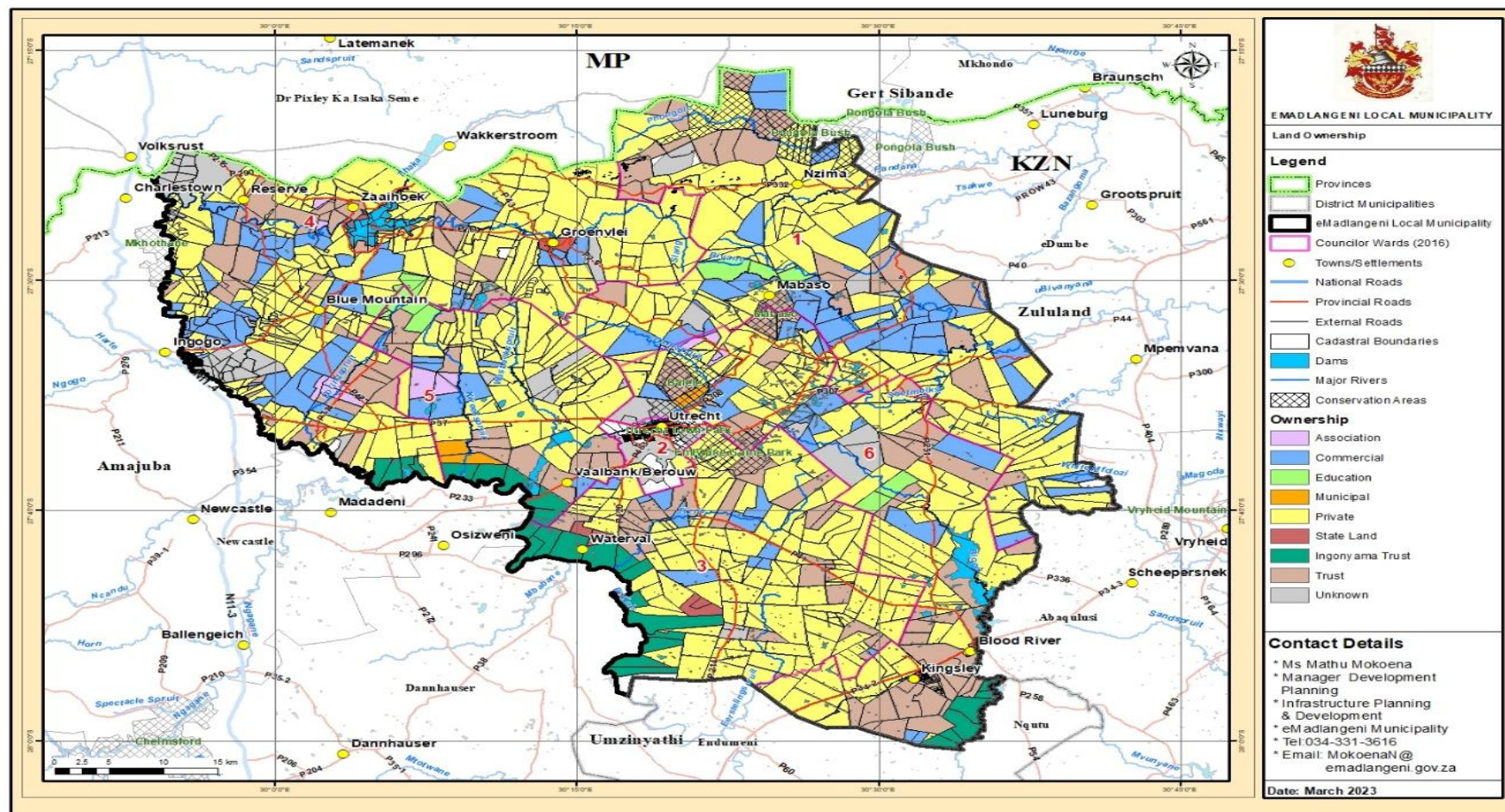
Land Owners Area	(Hectares)
Province of KZN	9 436 100 hectares

Emadlangeni Municipality	3 539 hectares
Ingonyama Trust Board	2.8 Million hectares

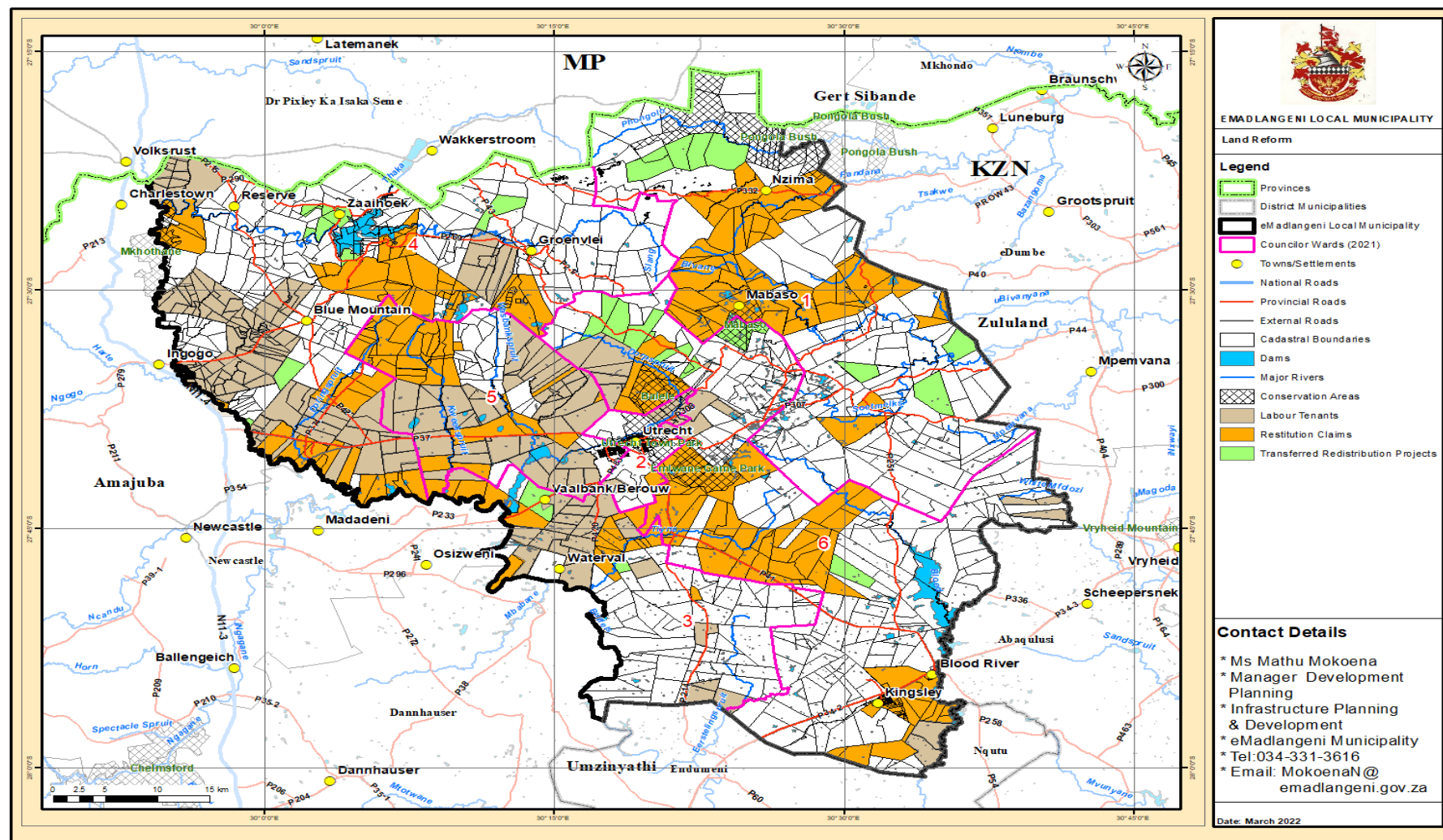
C.4.16.5 LAND REFORM

There are a number of land reform projects within the municipality, these include; land redistribution, labour tenants' projects and land redistribution projects. Map 6 indicates the land reform projects within the municipality.

Map 8: Land Ownership



Map 9: Land Reform Within Emadlangen



C.4.16.6 LAND RE-DISTRIBUTION

Many of the land redistribution projects in eMadlangeni are located in service satellites and service sub-satellites centres. The locality of satellites and sub-satellites have been determined by the land-reform processes and not by spatial or environmental planning and may thus not be located in the most “environmentally suitable” areas. The following three settlements area have been identified as land reform projects:

- The Groenvlei settlement is located in close proximity to a major wetland; The Amantungwa settlement is located in close proximity to the Boschoffsvlei; and The Mabaso community is located in a mist belt grassland area, an area of high erodibility, along the Bivane River.

The future growth of these settlements will have to be within the regulations of Environmental Management policies and procedures including Environmental Impact Assessments and Environmental scoping to prevent encroachment onto priority areas.

C.8.2 LABOUR TENANT PROJECTS

Most of the land reform projects include those registered by people living on individual farms. These are primarily located on the western region of the municipality, largely in wards 5 and 4.

C.4.16.7 LAND CAPABILITY

EMadlangeni comprises of good to moderate agricultural land potential. There is a small segment on the eastern and south central portions of the municipality which runs in a band that have very restricted agricultural potential. The western, south central and north central portions have good agricultural potential (see map 7).

C.4. 17 Good Governance & Public Participation Swot Analysis

STRENGTHS	WEAKNESSES
Numerous By-laws have been adopted and implemented Municipal Structures in place Public participation structures established and operational EPWP projects	Some key Sector Plans not adopted Acceleration of projects focused on community development
OPPORTUNITIES	THREATS
Communication Plan Development and Review of municipal policies and plans	Crime Political instability

C.5.1 WATER & SANITATION

C.5.1.1 WATER

The Amajuba district has prepared 5-year long-term Water Services Development Plan for the municipality and subsequently appointed uThukela Water as the Water Services Provider (WSP) (IDP 2017/18:96). The 2022 Census data reveals the following in terms water services in eMadlangeni:

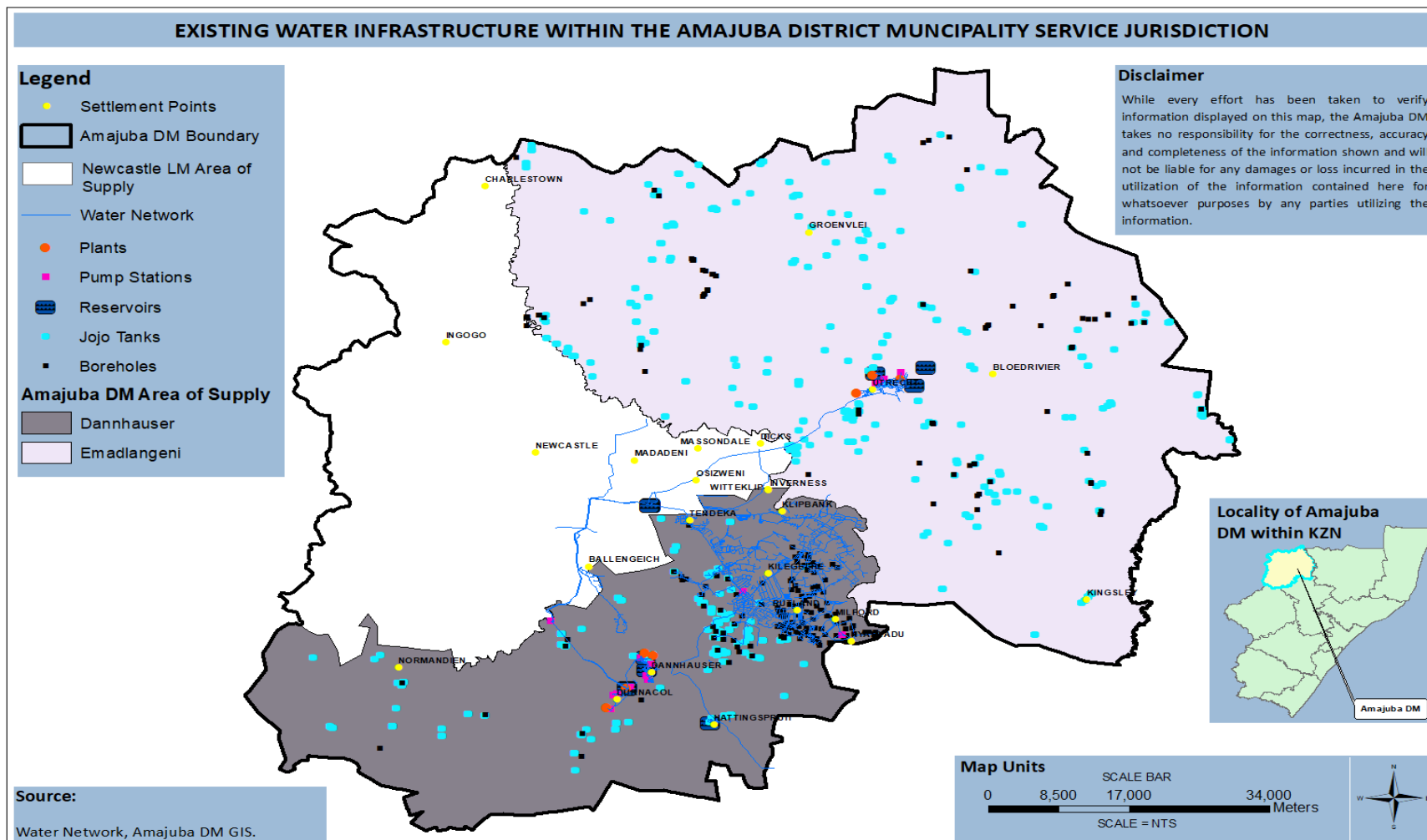
- 2.63% of household use water from boreholes inside the yard.
- 18.69% of the municipality's households use water from rivers/streams.
- 41.47% of households have access to pipe/tap water.
- 4.11% of households use water from a communal stand.
- 18.12% households accessed water from communal taps.

Table 15: Source of Water

Water Source	No. Households	% Households
Regional/local water scheme (operated by municipality or other water services provider)	4291	54%
Borehole	1326	17%
Spring	294	4%
Rain water tank	68	1%
Dam/pool/stagnant water	138	2%
River/stream	1080	14%
Water vendor	56	1%
Water tanker	545	7%
Other	211	3%
Not applicable	0	0
Total	7998	

Source: Statistics South Africa, Census 2022

There are still a number of backlogs faced by the municipality where water service provision is concerned. About 18.69% of households within the municipality still use water from rivers and streams, which is a slight increase from 17.97% in 2022. Although there has been an increase in the number of households with access to tap water since 2022, it is clear that the municipality still has a long way to go in ensuring adequate provision of services to households within the area.



Map: Water Infrastructure

C.5.1.2 SANITATION

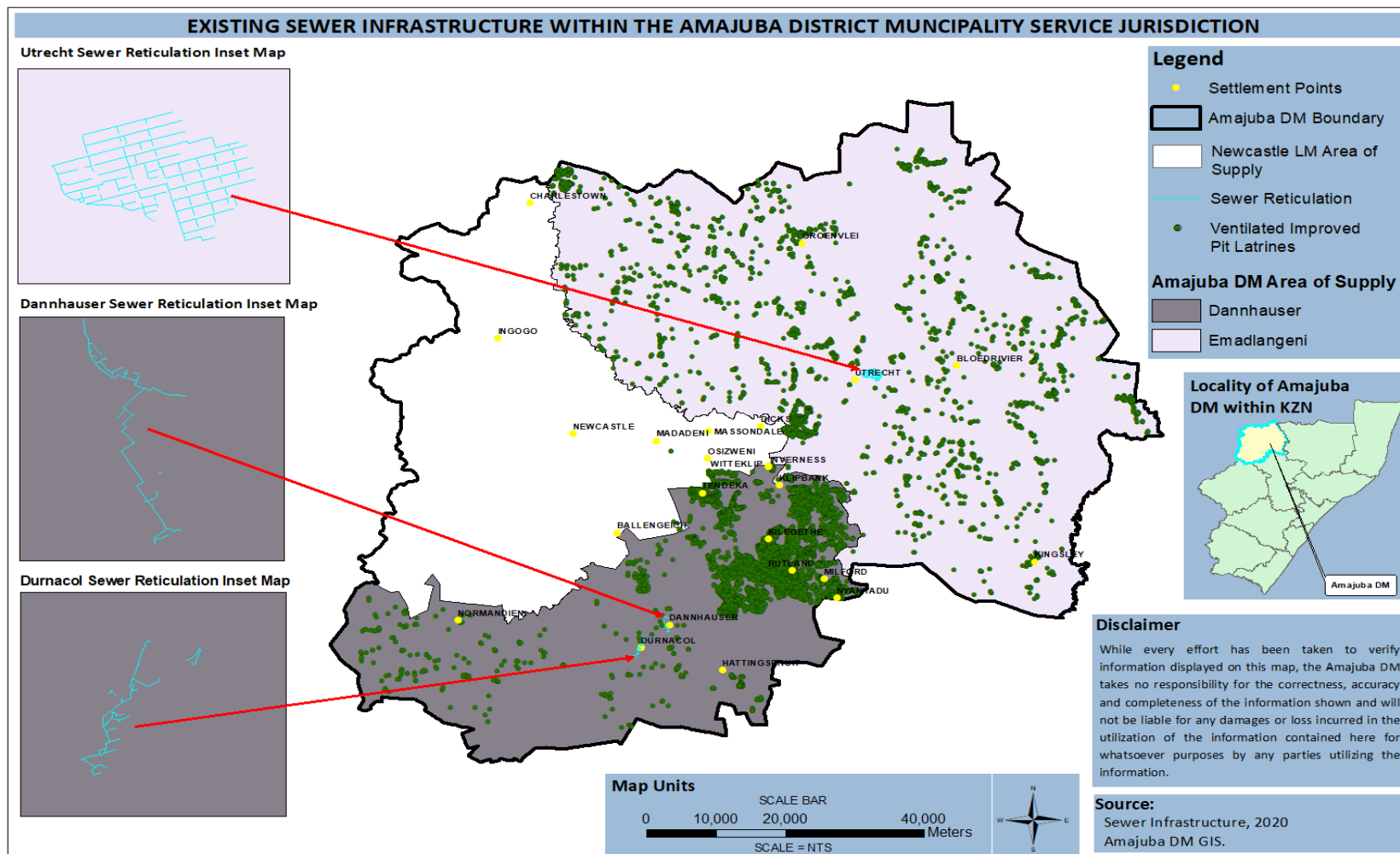
According to the IDP (2017/18:99), Amajuba District municipality has provided eMadlangeni with sanitation as the basic infrastructure. The municipality continues to experience sanitation backlogs in some areas, especially in traditional authority areas. The scattered nature of communities in these settlements yields challenges in access and high costs per households (IDP 2017/18:98).

Table 16: Sanitation Facilities

YEAR	TOILET FACILITY	NO. HOUSEHOLDS	% HOUSEHOLDS
2011	None	956	15,30%
	Flush toilet (connected to sewerage system)	1783	28,53%
	Flush toilet (with septic tank)	289	4,63%
	Chemical toilet	759	12,14%
	Pit toilet with ventilation (VIP)	136	2,17%
	Pit toilet without ventilation	2015	32,23%
	Bucket toilet	36	0,57%
	Other	277	4,43%
	Unspecified	0	
	Not applicable	0	
	Total	6252	
2022	Flush toilet (connected to sewerage system)	3138	40%
	Flush toilet (with septic tank)	304	4%
	Chemical toilet	472	6%
	Pit toilet with ventilation (VIP)	1968	25%
	Pit toilet without ventilation	1731	22%
	Bucket toilet	120	2%
	None	164	2%
	Total	7897	

Source: Statistics South Africa, Census 2011 & Census 2022

The predominantly used type of sanitation facility in the municipality are Pit toilet without ventilation (see table 14). Approximately, 48.68% (2015 households) of households had access to pit toilet with or without ventilation in 2016, which is a 14.27% increase from 34.41% (887 households) in 2011. The number of households without access to sanitation facilities was recorded at 15.30% of households in 2011, approximately 956 households. The number of households with flush toilets accounted for 37.43% (2365 households) in 2016 indicating an increase of 4.28% from 33.15% (2072 households) in 2011.



Map: Sewer Infrastructure

C.5.2 Solid Waste Management

5.2.1 Policy and Planning Framework

In accordance with the National Environmental Management Waste Amendment Act, 2014 (Act No. 26 of 2014), Emadlangeni Local Municipality has developed an Integrated Waste Management Plan (IWMP). This plan aligns with national waste management strategies, with a strong focus on waste reduction, recycling, and proper disposal. The waste hierarchy outlined in the National Waste Management Strategy (2020) prioritizes waste prevention, followed by reuse, recycling, and energy recovery, with landfill disposal being the last resort.

Emadlangeni adopted its Integrated Waste Management Plan (IWMP) in August 2024, attached as **ANNEXURE C2**, ensuring compliance with the National Environmental Management: Waste Act (2008) and guiding sustainable waste management practices. The IWMP has been submitted for MEC endorsement.

Figure : National Waste Management Hierarchy



C.5.2.2 Waste Collection Services

Waste collection services are mainly provided to 1324 households, entities and businesses in the formal urban areas such as Utrecht CBD, White City Township, Khayaletu, Bensdorp, Caravan Park, Country Club, and Balgray. In contrast, informal settlements and traditional council areas such as Thekhani, Amantungwa, Mbatha, and Mgundeni receive little to no formal waste collection. Some services are extended to other wards through community clean-up campaigns, municipal EPWP and awareness programs.

Residents are responsible for transporting their own garden waste to landfill and private institutions manage their own hazardous waste as well as medical waste through approved service providers. There is only one small refuse truck servicing the entire municipality, and this truck frequently experiences mechanical failures. When the truck is undergoing mechanical failures, bakkies are used in the interim.

Street sweeping, emptying of street litter bins and litter picking are conducted daily in the CBD. The municipality has 15 bins with the capacity of 300 bins in town only and the municipal clients are required to have a cage where they place their waste. In 2024, 26 Expanded Public Works Programme (EPWP) workers were appointed to support waste collection and general cleaning operations across the municipality, ensuring that the waste management service is expanded to unserved areas.

Map 4: Waste Collection and Landfill site location

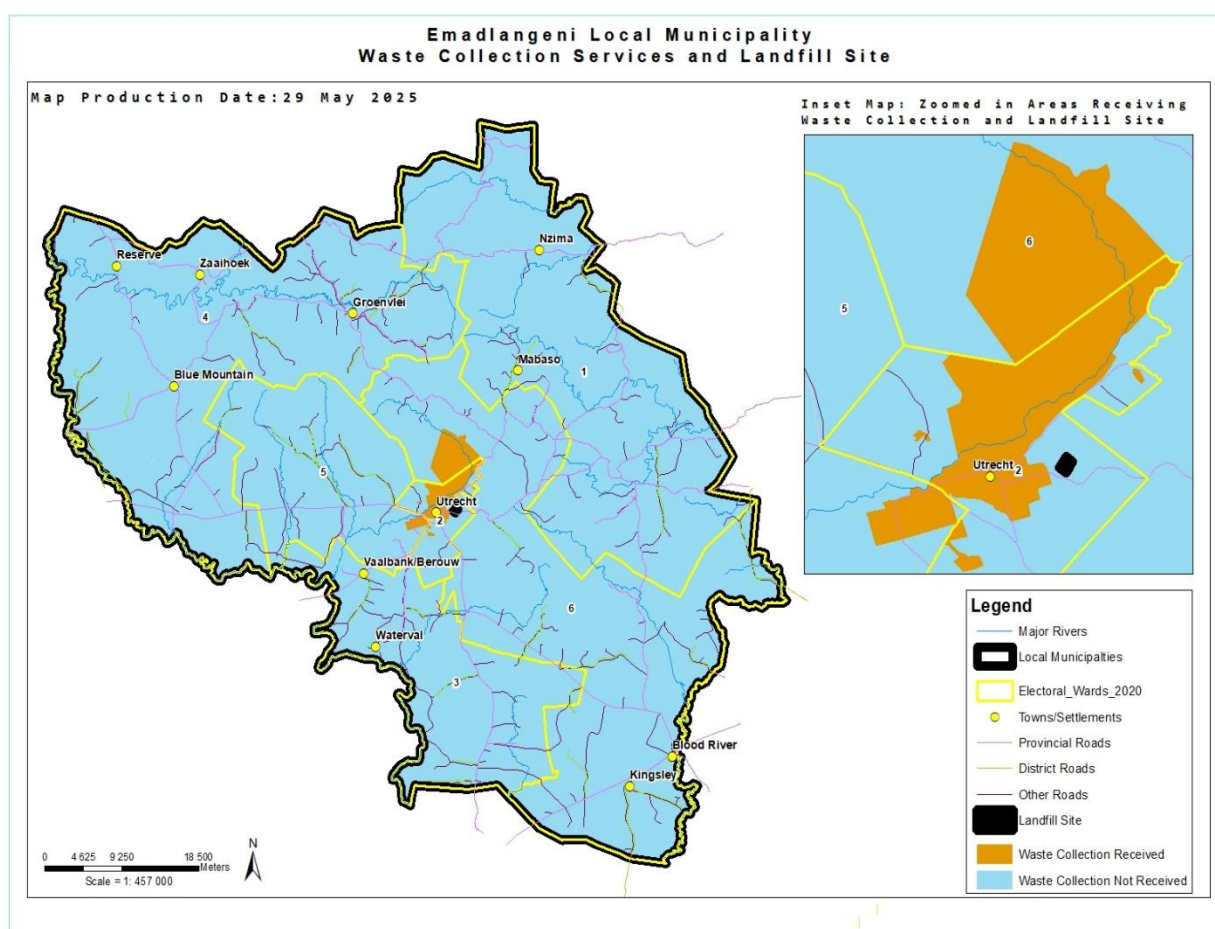


Table 2: Waste Service Areas and Frequency of Collection

REFUSE COLLECTION PROGRAMME

Mondays

CBD; Caravan Park; Country Club; Balgray; Plein Str; President Str; Generaal Str; Naude Str; Malherbe Str; Oos Str; Scheffer Str; Maarschalk Str; de Kock Str; Risik Str; Watson Str; Hugo Str; Zuid Str; Van

Rooyen Str; Kantoer Str; Burger Str and Scheppers Str.
<u>Tuesdays</u> CBD; Bloem Str; Hoog Str; Loop Str; Klopper Str; Ermelo Str; Mark Str; Kerk Str; White City (Goedehoop); Bendsdorp and Agri-Village.
<u>Wednesdays</u> CBD; Plein Str; President Str; General Str; Naude Str; Malherbe Str; Oos Str; Scheffer Str; Maarschalk Str; De Kock Str; Risik Str; Watson Str; Hugo Str; Zuid Str; Van Rooyen Str; Kantoer Str; Rosen Str; Burger Str; Scheppers Str and Khayaletu.
<u>Thursdays</u> CBD; Country Club; Caravan Park; Balgray; Bloem Str; Hoog Str; Loop Str; Mark Str; and Kerk Str.
<u>Fridays</u> CBD; white city (Goedhoop); Khayaletu; Bernsdorp.

5.3 Waste Volumes and Types

The municipality generates approximately 78 tons of waste per year, predominantly consisting of organic waste, plastic, glass, and paper. Construction rubble and cans also contribute to the waste stream.

Table 3: Annual Waste Generation by Type

Waste Type	Waste Generated (tons/year)	Percentage (%)
Organic Waste	20	25.64%
Glass	20	25.64%
Plastic	17	21.79%
Paper	13	16.67%
Cans	4	5.13%
Construction/Demolition	4	5.13%
Tyres/Other	0	0%

Total	78	100%

5.4 Landfill Site Management

The Emadlangeni Landfill Site situated on Erf 10000 and Erf 1006 of the Farm Emadlangeni, has historically served as the municipality's primary disposal facility for general domestic and garden waste. However, its operation over the years has been marred by several compliance and environmental issues, prompting both internal concern and external intervention.

By 2017, it became evident that the landfill was operating without a valid waste management licence and did not meet the required environmental standards set out in the National Environmental Management: Waste Act. The site posed a range of environmental and public health risks due to uncontrolled dumping, windblown litter, strong odours and a lack of basic operational infrastructure. These challenges also threatened tourism in Utrecht, particularly considering its proximity to conservation areas and the Balele Game Park.

A response came through a ministerial program by the Department of Environmental Affairs to close unlicensed landfill sites. An application for a waste management licence for decommissioning and closure in 2017, was submitted on the municipality's behalf. On 18 December 2018, the Department of Economic Development, Tourism and Environment Affairs (EDTEA) granted a decommission licence under reference number DC25/WML/0005/2017, authorising the municipality to cease operations and begin the rehabilitation of the site. The licence mandated that the municipality halt all illegal dumping, rehabilitate and monitor the area in compliance with landfill closure regulations and the waste management licence conditions.

Despite the approval, the municipality has struggled to implement the decommissioning process, largely due to financial constraints. As a result, the landfill has continued to operate informally, with limited improvements made over time to reduce immediate environmental risks. A compliance inspection conducted in May 2024 found that although some improvements had been made, including the re-fencing of the site and the deployment of security personnel, the site still fell short of full compliance with the decommission licence conditions.

Currently, waste at the site is pushed and covered three times a week to control odour and windblown litter. However, no new waste cells are being constructed. The landfill has reached its full capacity since it never had an engineering design or plan, leaving it with zero available airspace. The waste is not being properly engineered or compacted due to a lack of machinery and technical expertise. Although the site has a weighbridge donated by Khabokadi, it has never been installed which further hindered the accurate monitoring of waste volumes.

To move forward with closure, the municipality has prioritised appointing an engineer to produce the required drawings and rehabilitation designs for submission to the national Department of Water and Sanitation (DWS) for approval. This is a critical step in meeting the conditions of the waste management licence.

In the medium planning, the municipality is actively seeking intergovernmental partnerships and financial support to develop or become part of a regional landfill facility. This would help alleviate the current pressure on the existing site and allow for the complete decommissioning of the Emadlangeni

landfill. Furthermore, the municipality has identified the procurement of new waste management vehicles and equipment as a key priority to expand services to unserved areas and improve waste transport logistics.

The municipality acknowledges that continued use of a landfill site that is licensed for closure is not a sustainable or legally compliant option. Therefore, developing a new, environmentally compliant facility or partnering in a regional waste solution remains a strategic focus in the short to medium term.

Table 3: Summary of Emadlangeni Landfill Status and Compliance

Feature	Status
Location	Erf 10000 and Erf 1006, Farm Emadlangeni
Licence Status	Licensed for closure (Ref: DC25/WML/0005/2017)
Licence Issued	18 December 2018
Operational Status	Still in use (due to financial constraints)
Available Airspace	0 – site at full capacity
Weighbridge	Donated but not installed
Security and Fencing	Installed
Odour/Litter Control Measures	Waste is covered 3x per week
Rehabilitation Planning	An engineer appointment is pending
Future Planning	Regional landfill partnership under consideration

5.2.3 Buy-Back Centre, Recycling and Green Economy Initiatives.

The Emadlangeni Local Municipality has long recognised the need to support waste minimization through recycling and the establishment of a formal buy-back centre, as incorporated in the IWMP. Over the years, plans for such a centre have been stalled primarily due to financial constraints.

In response to this challenge, the Department of Forestry, Fisheries and the Environment (DFFE) made a significant donation commitment to the municipality, for the development of a buy-back centre. This support marked an important step forward in realising Emadlangeni's vision for integrated waste management and recycling infrastructure. Despite receiving a donation commitment, there have since been delays in internal project coordination and the allocation of funds on the side of the department.

The municipality has since approached PRO's. In April 2025, the municipality entered into a Memorandum of Understanding (MoU) with POLYCO, an Extended Producer Responsibility (EPR) organisation. Through this partnership, POLYCO has committed (subject to the availability of funds) to providing support for the infrastructure needed to operate the buy-back centre once the site is secured and services are in place.

At present, informal recyclers (waste pickers) are active at the Emadlangeni landfill site, collecting materials such as plastics, paper, and cans for resale in Newcastle. However, these efforts are limited due to the lack of electricity and equipment like baling machines, which are necessary for efficient sorting and compression of recyclables. As of July 2025, the municipality will initiate a separation at source programme in partnership with EWASA, an EPR organisation. For a period of 12 months which will be beneficial to the local waste pickers.

The future waste diversion initiatives as incorporated in the IWMP; the municipality is also considering a partnership with local pig farmers to collect food waste from municipal clients. This will require the separation of food waste at source, with containers or bags provided to households and businesses. The aim is to reduce organic waste that is disposed of in the landfill while supporting sustainable agriculture. The municipality is formalising waste pickers into cooperatives, supporting their registration and access to funding.

The buy-back centre, once operational, is expected to significantly reduce the volume of waste sent to landfill, create job opportunities, and support a circular economy in the region.

Table 6: Status of Buy-Back Centre Development and Green Economy initiatives.

Component	Status
Funding from DFFE	Pending
Site allocation	Completed
Site fencing and power	Pending
MoU with POLYCO	Signed (April 2025)
Construction starts	Delayed
Informal recycling activity	Ongoing at the landfill (limited support)
Food waste separation plan	In development (targeting pig farmers)
Separation at source program by EWASA and EDTEA	Pending

6. Institutional Challenges and Backlogs

Despite the municipality's efforts, several challenges hinder effective environmental and waste management. These include:

- Inadequate funding for waste infrastructure and equipment.

- One small, old and unreliable refuse truck servicing the entire area.
- The landfill site is non-compliant and underfunded.
- A lack of municipal waste bylaws to prevent illegal dumping.
- Poor service coverage in rural and informal areas.
- No approved indigent policy or waste service register for low-income residents.

7. SWOT Analysis: Environmental and Waste Management

Strengths	Weaknesses
Rich biodiversity and protected areas (e.g., Balele Game Park, CBAs).	Waste collection services are limited in rural and informal areas.
A well-established collection network.	Only one small and unreliable refuse truck is available for service.
Presence of a qualified Waste Management Officer and Local Government Support (DFFE).	Landfill site licensed for closure is still being used due to funding delays.
Existing IWMP aligned with national waste policy.	Lack of enforcement tools—no approved waste bylaws or indigent policy.
Strong partnerships with DFFE and EPR groups like POLYCO.	Recycling infrastructure is undeveloped; buy-back centre not yet operational.
Community involvement through EPWP and awareness campaigns.	Poor landfill monitoring (non-functional weighbridge) and limited funding for environmental management.
Opportunities	Threats
Establishing a regional landfill site in partnership with other municipalities.	Continued environmental degradation from illegal dumping, unregulated mining, and pollution.
DFFE-funded buy-back centre development and POLYCO infrastructure support.	Increasing climate change risks—floods, droughts, storms—impacting infrastructure and agriculture.

Partnership with pig farmers to collect and repurpose food waste.	Possible legal non-compliance due to delayed closure of the licensed landfill.
Growth in informal recycling co-ops and community-based waste enterprises.	Unplanned settlements encroaching on sensitive environmental zones.
Access to national climate finance and waste infrastructure grants.	Invasive alien species threatening biodiversity and ecosystems.

Waste Management Implementation Plan

This section presents an implementation plan by which the ELM aims to meet the objectives defined in the IWMP. The plan consists of a number of projects and initiatives which, if appropriately executed, should move the ELM towards realizing these objectives. An implementation programme is presented in the table below. It is however being acknowledged that the ELM will face numerous challenges in the implementation of these projects including financial and human resource limitations. It is therefore expected that the implementation plan will be modified during the next 5-year period as resource allocation changes.

Condition	Action	Priority ranking	Estimated Budget	Funding Options	5 Year implementation plan				
					23/24	24/25	25/26	26/27	27/28
<u>Waste Administration</u>									
Waste management bylaws	Develop, adopt and gazette new waste bylaws and should be updated every after years	High	Unfunded	Internal	X	X			
Law enforcement	Develop enforcement plan: Hire peace officers/fining penalties etc.	Medium	Unfunded	Internal			X	x	
IWMP implementation and Monitoring	Monitor the implementation of the IWMP	High	Internal	Operational	X	X	X	X	x
Waste collection tariffs	Review waste collection tariffs to meet standard needs for waste provisions	High	Internal Current Revenue: 1 935 774, 43	Internal		X	X	X	x
<u>Recycling and waste minimisation</u>									

Recycling initiatives	Assist to register recycling companies in the LM and assist them to apply for funding	High	R50 000	Internal	X	X	X	X	x
Buyback centre	Follow up on the donation of the buyback centre by the DFFE	High	External/unfunded	External	X	X	X	X	x
Establish composting recycling	Conduct a training for composting recycling to the current existing recyclers	Medium	Unfunded	Internal		X	X		
Landfill site decommission	Start the implementing rehabilitation plan (control access, movable toilets, fencing, capping & shaping, boreholes etc	High	Unfunded	Internal	X	X	X	X	x
Illegal dumping	Clear all illegal dump sites and install a “do not dump board”	Medium	R40 000	Operational	X	X	X	X	x
New landfill site	Identify land for the establishment of a new landfill site	Medium	Unfunded	Internal		X			
Construction of the new landfill site	Once land is identified and a landfill budgeted for, establish the site.	Low	Unfunded	Internal				X	X
<u>Waste collection services</u>									
Waste collection	Expand waste collection services to areas of indigent provision of free waste collection	High	R 200 000	Operational		X	X	x	

Separation at source	Create programmes such as separation at source to diverge going to the landfill site	Medium	Unfunded	Operational			X	X	x
Waste Fleet	Upgrade the current waste management fleet, procure big compactor truck and 4X4 van	High	Unfunded	Internal	x	X			
Street bins	Provide street bins in the town of Utrecht and skips in informal areas	Medium	R25 000	Operational	X	X	x		
<u>Environment education</u>									
Awareness	Develop awareness plan for implementation and conduct those awareness's	High	R40 000	Operational	X	X	X	X	X
Education	Use municipality website to undertake waste education and awareness and inform all stakeholders on waste projects the municipality is undertaking	Medium	Internal exercise	Internal	X	X	X	X	x
Conduct landfill site audits	Conduct landfill sites audit to check compliance status and improvements	High	Unfunded	Internal	X	X	X	X	x
Human resources and financing									
Waste management staffing	Determine additional waste management staffing needed to implement IWMP and recruit accordingly.	High	Unfunded	Operational	X	X	X	X	x

	Ensure continuous educational development of the staff by identifying suitable waste training needs								
Appropriate finance for waste management programmes	Provide timeously adequate budget to continue with waste management service delivery to achieve the goals of the IWMP. The budget must be approved by council	High	Internal	Operational		X	X	X	x
Grants	Apply for Financial grants from external sources to fully implement this IWMP	High	External	Capital		X	X	X	x
<u>IWMP</u>									
Review IWM[P	Review the IWMP every after five years	Medium	Unfunded	Operational					X

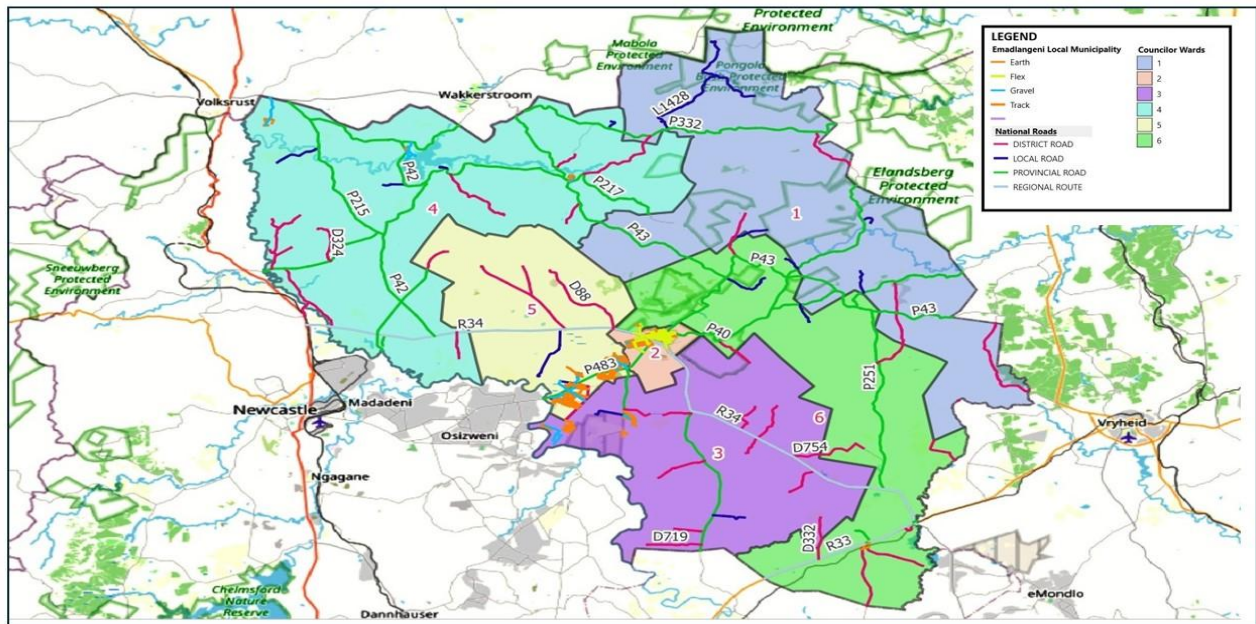
C.5.3 TRANSPORTATION INFRASTRUCTURE

Transport infrastructure refers to systems used for moving goods and people from one location to another. It includes various types of infrastructure, such as roads, highways, bridges, tunnels, ports, harbours, airports, waterways, pipelines, mass transit networks (such as buses and trains), intermodal terminals, and bike paths. The development of efficient and effective transport infrastructure plays a crucial role in fostering economic growth and enhancing connectivity within communities and between regions. By connecting people and businesses to essential services, markets, employment opportunities, and social interactions, transport infrastructure helps drive urbanization and contributes to global trade and commerce. EMadlangeni is an inland rural municipality where the most dominant mode of transport is the taxi industry.

ROAD NETWORK

- EMadlangeni has a relatively well-established road network which linked to the surrounding towns of Dundee, Newcastle, Vryheid and Volksrust. Newcastle is linked to eMadlangeni via the R34 tarred road and via P483 and provides most of the administrative and institutional needs within the district. Newcastle serves as a commercial core for eMadlangeni residents particularly those in the central and southern portion of the Municipality. The municipality is also linked with Dundee and Vryheid via R33 tarred road and with Volksrust via the R34 tarred road then National Road N11; this makes an easy access from the KwaZulu–Natal Province to other Provinces.
- District Roads, which connect different settlements and provide access to public facilities; and
- Local Access Roads, which provide access within each settlement and to each household.

MUNICIPAL ROAD NETWORK (TRACK, GRAVEL & TARRED) IN RURAL & URBAN AREAS)



While provincial and district roads are generally in a good condition as they are maintained by the Department of Transport, but the quality of local access roads is generally fair to poor conditions as there is a lack or limited of funding to upgrade and maintain them. These roads are in a state of despair and in dire need of upgrading. The current state (fair to poor) of these roads negatively affects intra and inter-settlement access. It also contributes to the poor public transport system in these areas.

Image 2: Gravel Roads

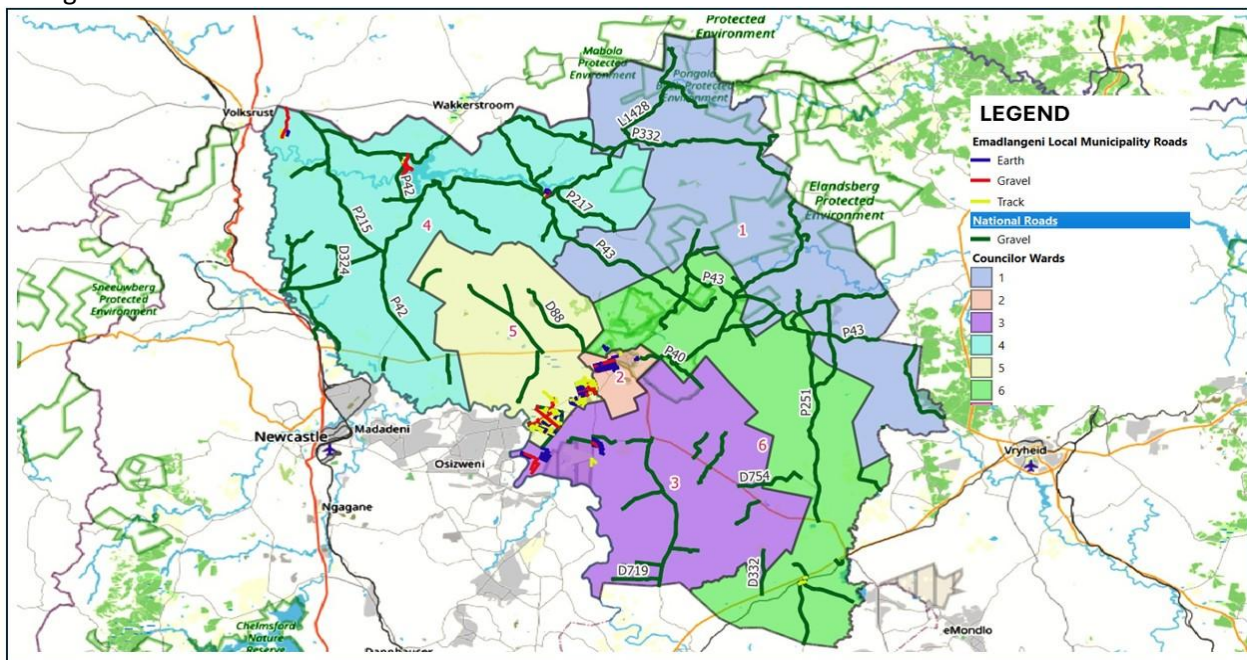
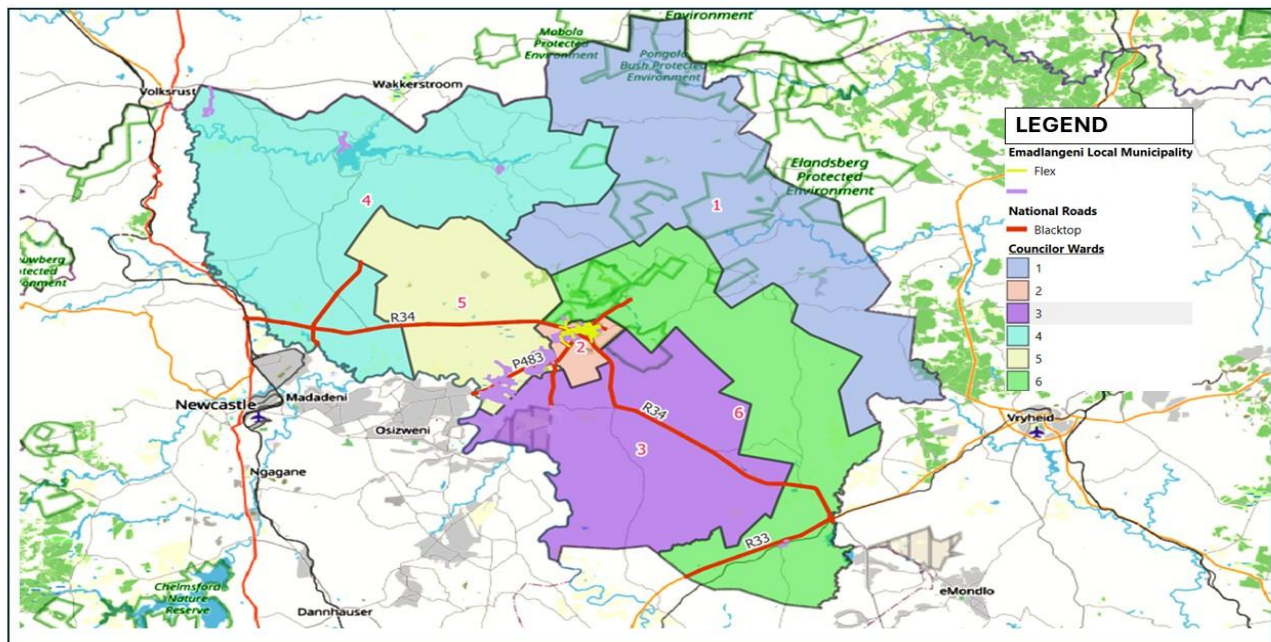


Image 3: Tarred Roads



Most of the district and local access roads have received a minimal repair and maintenance (rehabilitation or upgrade) over the past 7 years due to funding constraints. The municipality is trying to undertake maintenance through potholes patching, although it does not last long. The municipality has upgraded and rehabilitated certain roads and its related storm water management system through MIG and Disaster Recovery Grants funding on the past three year and going forward.

NON-MOTORIZED TRANSPORT

Non-motorised transport (NMT), such as walking and cycling, provides a wide range of individual and societal benefits, including improved health, financial savings, environmental protection, and social equity.

The current state of non-motorized within the municipality identifies several pedestrian problems, as follows:

- Insufficient sidewalks in residential areas.
- A lack of maintenance of sidewalks in CBD.

PUBLIC TRANSPORT INFRASTRUCTURE

Public transport infrastructure within the municipal area is relatively fair to poor due to current state of the district and local access roads. There is one formal bus and taxi rank facility within the municipality located at Hoog Street adjacent to Licencing & Testing Station.

INTEGRATED TRANSPORT PLAN

The municipality is currently undertaking its research on the development of an Integrated Transport Plan which will cater for the whole municipal jurisdiction and integrate with the country's regional, provincial, national, and international Transport Plans.

The objectives of the Emadlangeni Integrated Transport Plan (EITP) are represented by the principles of:

- Ease of Accessibility by the community to and from various destinations.
- Preferred Investment Destination (Upgraded infrastructure, reduction of congestion, improved public transport).
- Dignified Living (Universally accessible transport for all, alignment with development priorities, choice of mode of transport).
- Safety (Follow best practice design, provision of learner transport, safe and efficient public transport).
- Support modal shift to public transport and non-motorized transport (NMT), infrastructure to support sustainable development, maximize use of public transport and NMT); and
- Good Governance and Compliance (Measure user satisfaction, formulate transport policy, strategies, alignment of municipal and provincial planning).

TRANSPORT REGISTER

The Transport Register of the District Integrated Transport Plan (DITP) once drafted will provide an overview of the status of the transport system and will identify trends and changes in the demographics of the area to which the transport system must adapt:

- The Transport Register assists in identifying shortcomings in the transport system and areas where improvement is needed.
- Information on the following aspects of the transport system is provided.
- Utilisation of public transport services and facilities.
- The status and condition of public transport facilities and infrastructure.
- The percentage utilisation of the various modes of transport.
- The status and condition of the road network.
- Freight transport information.

- Financial information.

Guiding principles for the proposed Emadlangeni public transport service network is:

- Compliance with the Department of Transport guidelines for a Public Transport Network Grant and the Provincial Public Transport Institutional Framework.
- Transformation and upliftment of the public transport industry.
- To improve public transport services and quality of life of residents.
- Phased development of the public transport system; and
- Financial sustainability.

C..5.4 ENERGY

Introduction

The Emadlangeni Local Municipality is divided into 6 wards, under Licence number: NER/D/KZ253. Emadlangeni Local Municipality is licenced to supply in large parts of ward 2 and a portion of Ward 5. Customers include LPU's and SPU. The LPU's include within the CBD 4 factories, 1 District Hospital, 2 High School boarding houses, 3 High Schools, 1 Primary School, Minimum Security Prison and commercial properties. the SPU consist of 1483 customers within the suburban areas of the Utrecht town and the adjacent townships of Bendsdorp, Agri-Village, and Goedehoop.

The municipality is a rural Municipality with vast areas of farmland. A large portion of the municipality's population resides in these regions a fair distance from electrical infrastructure. This provides a challenge when in terms of providing electrical services giving rise to the deficit in Universal Access to Electricity. Bulk infrastructure costs drive up the cost per connection beyond DEE (Department of Electricity and Energy) limits leaving projects under funded with shortfalls.

Electrical Infrastructure Emadlangeni Supply Area NER/D/KZ253

The municipality is currently in the process of sourcing funding to conduct an Electricity Master plan to address the aging infrastructure, capacity requirements for future plans, Infrastructure refurbishments in line with grid codes, SANS and IEEE standards, development of Standard Operating procedures that comply with NERSA requirements, the development of Maintenance Plans for planned and unplanned maintenance and the development of a Revenue Enhancement Plan.

Electricity Master Plan

Develop Long-Term Electrical Infrastructure Master Plans

Formulate long-term planning documents for the municipality's electrical services, including:

Electricity Master Plan (EMP): Develop a strategic plan outlining the required upgrades, expansions, and maintenance of the electrical network to meet projected demand.

Management Plan to Reduce Non-Revenue Electricity (MPNRE): A targeted strategy to identify and reduce electricity losses, improve metering systems, and enhance revenue collection. To be effective this will have to look into illegal connection and if needs be amending municipal bylaws to allow for penalties and disconnections. The plan must include staffing requirements to have a revenue protection unit to help reduce the lost revenue.

The municipality, from the last audit finding, cannot account for almost half of its consumption according to the latest Eskom account Statement. Initiatives such as the RT29-2024 from Treasure will assist the municipality in the recovery, management, and protection of its electricity revenue.

Support Service Delivery Improvements

Provide strategic and technical assistance to help the municipality improve its overall electrical service delivery. This includes identifying and addressing existing service delivery backlogs, enhancing operational efficiency, and supporting the implementation of priority infrastructure projects. These Priority infrastructure improvement Projects may include the construction of a switching station to segregate the network for easier fault finding and a metering panel to better monitor the towns consumption. The upgrade of interconnecting cables for back feeding of sections of the network in the case there is a fault.

Network Planning

The Municipality has plans in place to build and include 2 township establishments that will have a total of +900 residential households which will need to be connected to the municipal Electrical network.

Utrecht Housing Development

The Utrecht Housing Development is to be located as an extension to the Utrecht suburban area. The land for the Housing development is within the municipality's game park. The housing development is scheduled to have 304 units including a creche and a place of worship. Which leaves 302 units for residential purposes.

The new development is set to have paved roads and piped water in their homes, making them a class C5 (Urban Residential 1) with an ADMD of 3,2kVA per unit in accordance with NRS 034. This means that the estimated additional load the development would bring will be

$$S = (N_{units})(ADMD)$$

$$S = (304)(3,2)$$

$$S = 972,8 \text{ kVA}$$

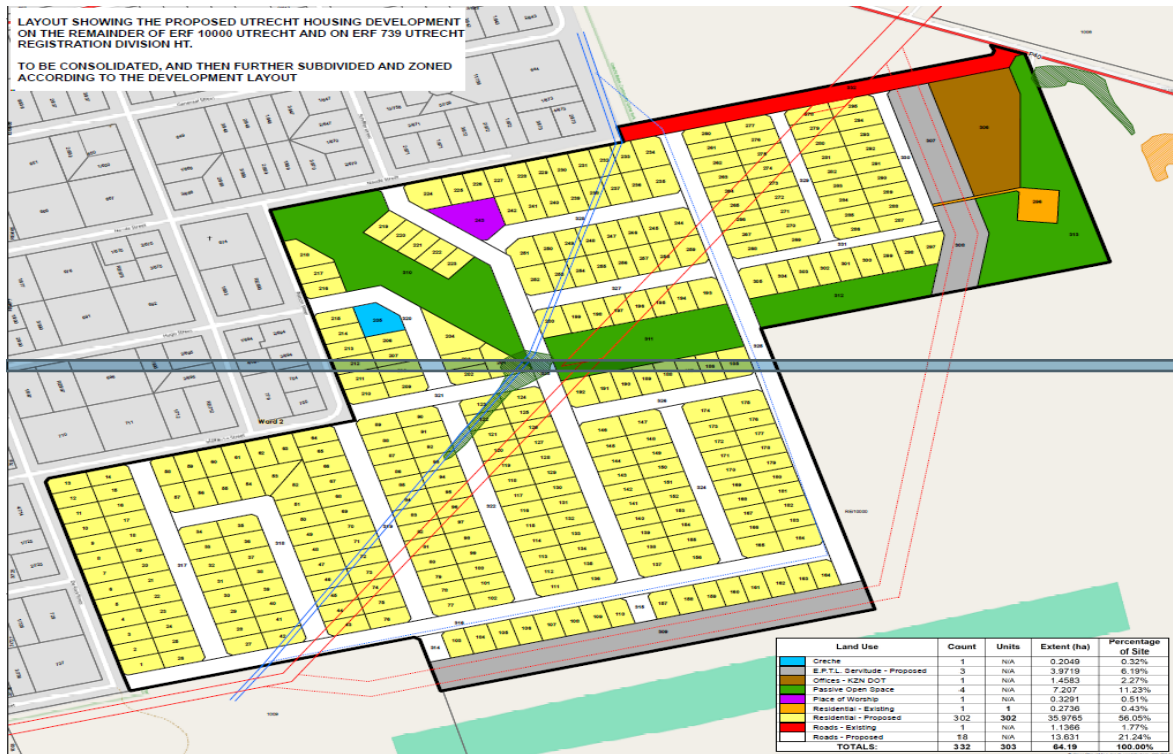


Figure 3: Utrecht Housing Development

Geodehoop Extension

The white City Extension (Geodehoop) is located adjacent to White City township, which is supplied by the ELM, using one 315 kVA Mini Sub. The extension to the township establishment will have 625 units and classified as C4 (Township Area) with an ADMD of 2,01 kVA per unit translating to a minimum additional load of:

$$S = (N_{units})(ADMD)$$

$$S = (625)(2,01)$$

$$S = 1\,256,25 \text{ kVA}$$

Ward 1

WARD 1							
Voting District	Area	Total Households		Private or Public Land	Farm/Landowner	Proximity to Infrastructure	213
KwaLembe	Dunusa	10		Private: DIVEEN THUTHUKA	MONDI PTY LTD SA	68m	
Kempslust	Kempslust Village	22					
			5	Private: Kempslust Farm	Johan Kemp	Non-visible	
			4	Public: Kaffers drift	Unknown	Non-visible	
			11	Private: Mahem Farm	UGO JOUBERT	Non-Visible	
			2	Private: Smiths Drift	Unknown	Non-Visible	
	Kaffers Drift	18					
			3	Private: Commissie Kraal	C Lens	None Visible	
			1	Private: Rooipot		None Visible	
				Private: Vredehof		None Visible	
Luthilunye	Luthilunye	135					
			48	Private: Commissie Kraal	C Lens	None Visible	
			28	Public: Emacebeni	Unknown	None Visible	
			26	Private: Rooipot	John Mahne	None Visible	
			33	Private: Vredehof	Jean Snijgers	None Visible	
Nzimane	Zoetmelk	28		Private: Zoetmelk	John Cootzee, Anglican Church, NE Ntshangase & S Klingenberg	500m	

Ward 2

WARD 2							
Voting District	Area	Total Households		Private or Public Land	Farm/Landowner	Proximity to Infrastructure	63
Balgray	Balgray Hostel	31					
			18	Public: Balgray Hostel	Emadlangeni Local Municipality	150m	
			13	Private: WELTEVREDE	Not Mentioned	Not Mentioned	
Khayaletu	Khayaletu	4		Public: Khayaletu	Emadlangeni Local Municipality	<50m	
Townhall	Mpongoza	9		Private NAGENE OG FARM	C.B DAVEL	Not Mentioned	
Waterval	POLITIEK FARM	19					
			5	Private: POLITIEK 67/2/R	GRASSFIELD BEEF	Not Mentioned	
			3	Private: WATER 88L NO51/2	COMBRIMK KOBUS	Not Mentioned	
			11	Private: WATER 88L NO51/8	MARTLQ 922 CC	Not Mentioned	

Ward 3

WARD 3							
Voting District	Area	Total Households		Private or Public Land	Farm/Landowner	Proximity to Infrastructure	541
Emxhakeni	Emxhakeni	60					
			15	Public: Emxhakeni	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned	
			23	Public: New Village	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned	
			22	Public: WATERVAAL FARM/EMXHAKENI	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned	
Nkulekweni	Ndwakazane	94					
			16	Private: Frieschgewaagd	Waaiohoek Trust	Not Mentioned	
			1	Private: Grootgeluk	Crafer Cobus	Not Mentioned	
			1	Private: Hopedale	W. Robertze	Not Mentioned	
			1	Private: Jiyane	Waaiohoek Trust	Not Mentioned	
			2	Private: Kameelboom	S. Maphanga	Not Mentioned	
			2	Private: Klipspruit	S. Maphanga and H. R. Shawe	Not Mentioned	
			35	Public: Nkulekweni	Emadlangeni Local Municipality	Not Mentioned	
			20	Private: Rooiport	G.R NAUDE and T. G. Shabalala	Not Mentioned	

			12	Private: Sandspruit	Waaiohoek Trust	Not Mentioned		
			1	Private: Skhonkela	T. Dubison	Not Mentioned		
			1	Private: Steerling	G. R Naude	Not Mentioned		
			2	Public: Ndwakazane	Emadlangeni Local Municipality	Not Mentioned		
Thamsanqa	New Village	291						
			26	Private: Mispas Farm	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		
			241	Private: New Village	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		
			24	Private: Vaalbank	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		
	Vaalbank	47		Private: Vaalbank	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		
Vaalbank Hall	Vaalbank	49						
			16	Private: Vaalbank	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		
			33	Private: New Village	AMANTUNGWA TRIBAL AUTHORITY	Not Mentioned		

Ward 4

WARD 4								
Voting District	Area	Total Households		Private or Public Land	Farm/Land Owner	Proximity to Infrastructure	231	
Groenvlei	Magadlala	52						
			1	Private: Bagwacht	Stephen Landman	None Visible		
			1	Unspecified: Groenvlei	Unknown	None Visible		
			1	Public: Jakkalsdraai	DALRRD	None Visible		
			18	Private: Magadlala	Various	None Visible		
			1	Private: Mbhokodweni	Grest Davel	None Visible		
			1	Unspecified: Mombisi	Unknown	None Visible		
			1	Public: Mpola	DALRRD	None Visible		
			1	Public: Mziwashana	DALRRD	None Visible		
			1	Unspecified: Naba	Unknown	None Visible		
			8	Private: Ntaba	Langverwacht and Uitzoek	Not Mentioned		
			14	Private: Sibiza	Van Rensburg	Not Mentioned		
			4	Private: Tweehoek	Van Rensburg	None Visible		
	Sibiza	37						
			2	Private: Ezikhoveni	Francois Du Plesis	None Visible		
			17	Private and Public: Mbhokodweni	Francois Du Plesis/Grest Deval/ Government	None Visible		

			4	Private and Public: Jakkalsdraai	Francois Du Plesis and Government/State	None Visable		
			1	Private: Kaarport	Carel Landman	None Visable		
			6	Private: Mombisi	Francois Du Plessis and Skivekoop	None Visable		
			3	Private: Mzinashana	Beit Berges and John Burgers	None Visable		
			4	Private: Sibiza	Van Rensburg	None Visable		
Kromellenboog	Emarondweni	12						
			2	Public: Kromellenboog Farm	Phakaman CPA Beneficial	1km		
			10	Private: Kromellenboog Farm	Tol Nel	4km		
	Intuku	19						
			5	Private: Vaalspruit Farm	Gert Neikerk	50m		
			6	Private: Vaalwater Farm	Herold Van Der Merwe	800m		
			8	Private: Zandspruit Farm	Abie Celliers and Jabulane Nkosi	400m		
	Mange	15						
			10	Private: Doorinkop Farm	George and Mphemba Family Trust	4km		
			3	Private: Ekuphumuleni Farm	Landowners Association	100m		
			2	Private: Uitkomst	Aziss	3km		
	Matop	11						
			7	Private: Vaalspruit Farm	Nkosi, Tol Nel and Gert Neikerk	1km		
			4	Private: Klein Plaas	Johan Krick	400m		
Rooiwal	Ophokweni	50						
			1	Private: Gonoon	Bonoon	2km		
			3	Private: Botha Farm	Wilim Botha	1,2km		
			2	Private: Eerstergeluk Farm	Pitress Boshof	800m		
			2	Private: Khubeka Farm	J Khubeka	500m		
			2	Private: Maseko Farm	Madoda Maseko	800m		
			11	Private: Schulklip Farm	Various Owners	1km		
			1	Private: Thuthukani Farm	M Madi	10m		
			28	Private: Witklip Farm	Various Owners	1,5km		
	Womeni	16						
			1	Private: Colindale Farm	D Mndebele	1km		
			1	Private: Benon Farm	Mr Hugo	4km		
			1	Private: Groenvlai Farm	Mr Dube	200m		

			9	Private: ROODEKOP FARM	Mr Hugo and Mr Dube	500m		
			4	Private: Spitzkop Farm	Johan Landman and Botha	5km		
Sinqobile	Jerico	19						
			16	Private: Katkrans	Ngqinani and Portgetre	Not Mentioned		
			3	Public: Kliprite	DALRRD	Not Mentioned		

Ward 5

WARD 5								
Voting District	Area	Total Households		Private or Public Land	Farm/Land Owner	Proximity to Infrastructure	85	
Emadlangeni High School	WEGEVONDENI FARM	35						
			3	Private: WEGEVONDENI FARM	JOHAN JUBED	2km		
			22	Private: LEEUFONTEIN FARM	KOENIE DAWLING and MLOTSHWA	15km		
			5	Private: KWASONTSHI	Mtshali	2km		
			5	Private: KWAMAKHEHLANE	JOHAN JUBED	3,5km		
Izimbuthu Primary School	BEROUW	50		Private: Berouw	AMANTUNGWA TRIBAL AUTHORITY	500m		

Ward 6

WARD 6								
Voting District	Area	Total Households		Private or Public Land	Farm/Land Owner	Proximity to Infrastructure	222	
WAAIHOEK								
	HLANZENI	95						
			92	Private: Hlanzeni	Nduna Malinga (Tribal Authority)	Not Mentioned		
			1	Private: KwaSandla	Nduna Malinga (Tribal Authority)	Not Mentioned		
			1	Private: Waaihoek Farm	Nduna Malinga (Tribal Authority)	Not Mentioned		
			1	Private: Gumtree Groove	Nduna Malinga (Tribal Authority)	Not Mentioned		
	HOOGENOEG	15		Private: Hoogenoeg	Davel	Not Mentioned		
	WAAIHOEK	11		Private: KwaNgcobo, Waaihoek, KwaSandla	Nduna Malinga (Tribal Authority)	Not Mentioned		
KINGSLEY	EZINHLONGA	6		Private: Ezinhlunga	M Mbatha	200m		
	KINGSLEY	6		Private: Kingsley	SG Sibiya and M Mbatha	2km		
	KLIPSPRUIT	4		Private: Klipspruit	M Mbatha, NP Buthelezi & Mdlalose	500m		
	Ramalotsi	17		Private: Ramalotsi	M Mbatha	100m		
	Rodekop	3		Private: Rodekop	M Mbatha	150m		
	Rooiport	1		Private Rooiport	M Mbatha	100m		
MLWANE								
	Paardepoort	25		Private: Paardepoort	M Mbatha & Trust	Not Mentioned		
	Tweentfeint	23		Private: Tweentfeint	Trust	Not Mentioned		
	Waterloo	16		Private: Waterloo	M Mbatha	Not Mentioned		

Through the survey the municipality has identified 1355 Households that need to be Electrified to reach the 80% Universal access targets.

Eskom's UAP

Over the next Three fiscal years Eskom is planning to implement fifteen electrification projects including three hundred type 1 infill connections with the aim to increase universal access throughout the municipality the projects per ward are indicated below:

Projects	Wards
Gelykwater, Kempslust and Jakobhisi farm dwellers	1
Politiki farm dwellers	2
Emxhakeni and Qedidlelo	3
Enkululekweni, Misa and four plaas farm dwellers	3
Rooiwal, Jerico, Mombisi and Reserve farm dwellers	4
Ngodini-Klipspruit, Uitkomst farm dwellers	5
Mlwane and Esidakeni farm dwellers	6

Challenges

The municipality faces financial challenges with regards to implementing the required projects. In implementing Infrastructure refurbishments and EMP, the municipality will not be able to fund all required projects and will need to source funding from Treasury, DEE, and DCoG. The municipality is in financial distress and will not be able to fund the project nor partially.

Universal Access projects have funding issues, due to the geographical nature of the municipality and scattered households within villages the project cannot maintain the required cost per connection of R25 000,00. The average cost per connection for electrification projects in the municipality average between R86 000,00 per household connection to R120 000,00 per connection. Receiving the adequate funding to fully complete projects is a challenge for the municipality.

C.5.5 Access to Community Facilities

C.5.5.1 Community Development

In terms of The Municipal Systems Act No. 32 of 2000; Section 51 (a) states that: “A municipality must within its administrative and financial capacity establish and organise its administration in a manner that would enable the municipality to be responsive to the needs of the local community.”

eMadlangeni Local Municipality co-ordinates, develops and promotes a range of community development programmes aimed at ensuring that social upliftment and development objectives are accomplished. These programmes are executed through interacting with community based structures to facilitate alignment of needs and priorities of vulnerable groups in the community. The Municipality utilises structures (forums) for different vulnerable groups in the community to identify and prioritise needs in order to ensure the execution of a needs based service in the community. These structures (forums) are established both at ward level, and at local level. The establishment of these structures also assist to strengthen the relationship between the government and the community.

The following are the community development programmes that are executed by the Municipality, which are aimed at addressing the needs of vulnerable groups in the community as mandated by the Municipal Systems Act No. 32 of 2000.

Libraries

eMadlangeni Local Municipality has a public library located in the town of Utrecht. It contains textbooks for both children and adults while at the same time accommodating Council Agendas to keep the public informed about council matters. In an effort to improve internet access within the town, the library has been provided with computers and internet services.

The municipality is assessing the provision of mobile library services to distant areas which cannot access library services. Mobile library services will potentially visit areas outside the town of Utrecht and outlying peri-urban settlements within the municipality. There is a new completed and operational library constructed by Department of Art and Culture at KwaNkosi Khumalo (Moduler Library) in 2022.

Community Halls

There are two community halls located within Utrecht. The low densities within settlements makes it a challenge to construct community halls within single settlements. There are five community halls within eMadlangeni and are illustrated in the table below:

Table 19: Community Halls

WARDS	LOCATION
Ward 2	Utrecht town White City
Ward 3	Emaxhakeni
Ward 4	Groenvlei

Sports Facilities

The municipality faces challenges with regards to the maintenance of sports facilities. The provision and maintenance of sports facilities throughout the municipality differs between the rural and urban areas. There are currently 13 sports field/grounds within eMadlangeni Municipality; these are unevenly spread out through the municipal wards. The table below illustrates the distribution of sport fields/ground within the municipality.

Table 20: Sports Fields/Grounds

WARD	LOCATION	NUMBER
Ward 1	Gelykwater Dorothea – Phesheyakobivane -Nkonjane Lembe – Mond -Lembe Luthulunye Enzimane – Makhomba -Maphekuleni -Wema -Mbanjwana	1

	-Nzimane School	
Ward 2	White City	1
	Bersig	1
	Khayaletu	1
Ward 3	Vaalbank	2
	Enkululukweni	1
	Emxhakeni	1
	Giyane	1
	Ndwakazane	1
Ward 4	Groenvlei sport ground	10
	Kaalport Sports Ground	
	Slang Sports Ground	
	Zaaihoek Enkosini Sports Ground	
	Phokweni Sports Ground	
	Reserve sports ground	
	Rooiwal sports Ground	
	Mange Sports Ground	
	Thobothi Sports Ground	
	Jericho Sports Ground	
Ward 5	Ezimbuthu	1
	Bensdrop	1
	Ngodini	1
	Ingulane	1
	Chanceni	2
	Emadlangeni	1
	Midway	
Ward 6	Esidakeni	1

	Engodini	1
	Umlwane	1
	eSlagveld	
	Kingsleyd	

Cemeteries

The municipality is in the process of sourcing a consultant to undertake the basic study for licensing. There are currently four sites for cemeteries in Emadlangeni:

- Utrecht Town Old Cemetery which is closed.
- Utrecht Town New Cemetery currently operating and has 2012 Graves.
- Whitecity cemetery which is closed and has 52 graves.
- Khayaletu Cemetery currently operating with a capacity of 2224 graves
- There are households within rural settlements which also engage in traditional burials within the homestead.

There is an unregistered cemetery (Kingsley Cemetery) located in Kingsley town Groenvlei and Vaalbank/Berouw has a number of informal cemeteries. All these sites are unlicensed and there are no cemeteries By-Laws.

The Utrecht cemetery has a total site area of **16 375.22m²** and it consists of the following:

- A total of **2 012** plot holes spaces : **562** children plot spaces (**0.6m x 1.5m**) - (**Block B**)
1 450 adult plot spaces (**1m×3m**) - (**Block A, C, D,E, F, G, H**).
- **78** parking spaces;
- **1** main gate (**10m**);
- **1** pedestrian gate (**1.5m**);
- **10m** roads;
- **1.5m** sidewalks;
- **2m** pavement;
- Crematorium (Area = **234.54m²**);
- Toilets (Area = **32m²**);
- Guard house (Area = **26m²**); and
- **1** roundabout turn.

Plot holes labels start from 1306 to 3318 which accounts to 2 012 plot holes spaces in total. The placement to plots commence at any block (A-H) for space convenience purposes.

Correctional services

Emadlangeni Local Municipality comprises of two Correctional Services, namely: Utrecht Correctional Centre in Ward 2 and Waterval Correctional Centre in Ward 3.

Health

The eMadlangeni sub-district consists of 1 district hospital, 1 prison hospital, 2 provincial fixed clinics (gate clinic), 3 mobile provincial clinics, 1 EMRS base and 1 forensic mortuary (IDP RF March 2022). The district hospital, Niemeyer Memorial Hospital, is located in Utrecht and offers district level services. Patients requiring regional level, advanced and specialized healthcare are referred to Newcastle and Madadeni hospitals. Many people have to travel more than 10km to access hospital services. There is an EMRS base at no 14 Hoog street, Utrecht which is dispatched from Newcastle, thus improving response time.

The Groenvlei clinic is operational while there are three mobile clinics operating throughout the eMadlangeni area. These mobile clinics operate as follows:

Mobile 1 = 26 visiting points

Mobile 2 = 26 visiting points

Mobile 3 = 34 visiting points

The department of health at eMadlangeni sub-district has the following Ward Based Outreach Teams:

Niemeyer Gateway clinic

- 1 School health team
- 1 Family health team

Groenvlei clinic

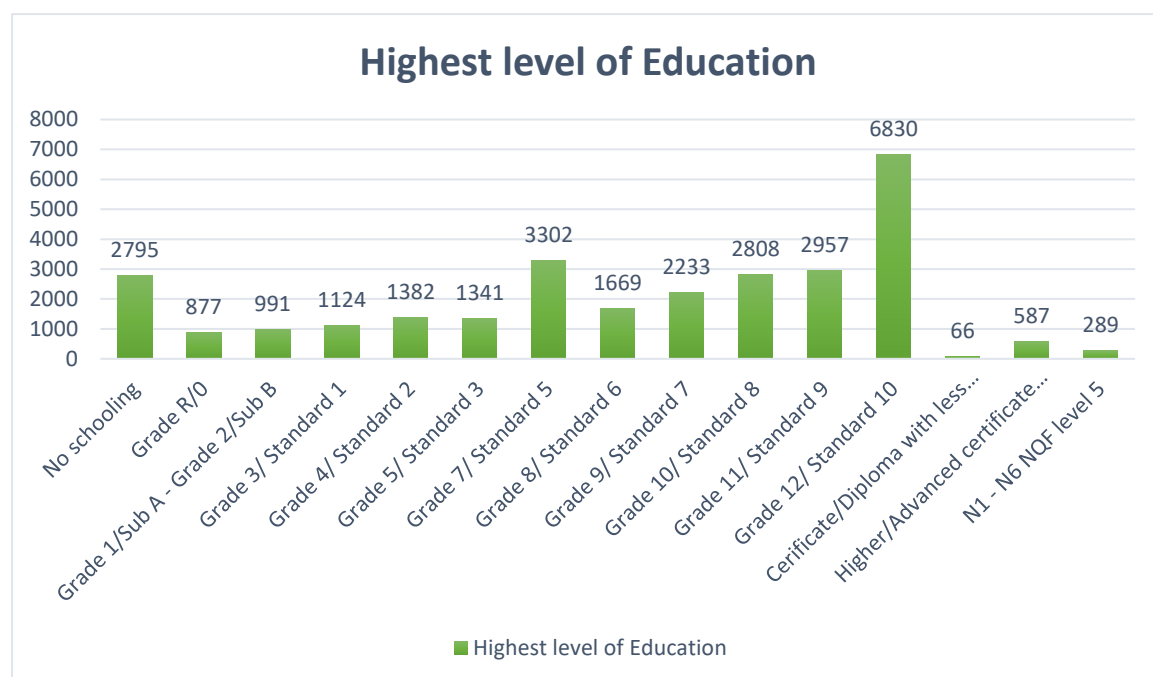
- 1 School health team
- 1 Family health team

Further to the above, there are seven philamntwana centres throughout the municipality, 3 pick-up points for chronic medication (old age home, Dr. Docrat and Niemeyer Gateway Clinic).

Education

Emadlangeni is generally well-provided with educational facilities, except tertiary facilities. There are approximately 31 schools within eMadlangeni as indicated in **Table 21** as per new demarcation. The municipality also has a total of 12 Early Childhood Development Centres. However, the schools within the areas are in need of upgrading of facilities as well as additional classrooms. Other issues include long distances learners and educators have to travel to access educational facilities.

Figure 10: Level of Education



Source: Statistics South Africa, Census 2011 & Stats SA Census 2022

TABLE 21: SCHOOLS PER WARD

WARD	SCHOOL
Ward 1	Gelykwater Primary School Ingcaka High School Dorothea Primary School Lembe Primary School Luthulunye Primary School Enzimane Combined School Myayiza Primary School
Ward 2	Utrecht High School Bersig Special School Emalahleni Combined School Umlandomusha High School
Ward 3	Ndwakaza Combined School Isibonelesihle Primary School Mxhakeni Primary School Mzilikazi High School

	Thamsanqa Primary School Odoland Primary School
Ward 4	Blue Mountain Primary School Groenvlei Combined School Kroomellenboog Primary School Sinqobile Primary School
Ward 5	Emadlangeni Primary School Zimbuthu Primary School Utrecht Primary School Intuku Primary School
Ward 6	Esidakeni Primary School Umlwane Primary School Slagveld Primary School Kingsley Combined School Wit –Mfolozi Combined school Mbathani Primary School Waaihoek Primary School Nhlazadolo Combined School

SAFETY AND SECURITY

EMadlangeni has 3 police stations located in Kingsley, Groenvlei and Utrecht (see map 18). Response times to outer lying settlements tends to be longer because of the scattered nature and pattern of rural settlements in the municipality.

C.5.5.3 ANIMAL POUND

In terms of section 3(1) of the Emadlangeni Municipality Pound By Laws the Municipality must establish a pound at any convenient place within its area of jurisdiction: Provided that the Municipality may, on application, enter into a service delivery agreement with an institution or person mentioned in section 76(b) of the Municipal Systems Act, to provide for the establishment and operation of a pound to service its area of jurisdiction.

On the 1st November 2023 the Municipality appointed Loma Business Enterprise as the service provider for animal pound services in the jurisdiction of eMadlangeni Municipality for a period of 36 months (ending 31 October 2026). In terms of the agreement between the parties, the service provider is to provide monthly reports on the operation of the pound.

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Name of NGO	Registration Number	Registration Date	Funding Status
Sibonikusasa Drugs and Treatment Rehabilitation Centre	260-885 NPO	01 July 2021	Unfunded

C.5.5.4 SPECIAL PROGRAMMES

The Municipality is mandated by the Municipal Systems Act No. 32 of 2000; Section 51 (a) to ensure the establishment and organisation of its administration in a manner that would enable the municipality to be responsive to the needs of the local community within its administrative and financial capacity. The mandate of the Special Programs Unit is to coordinate, promote, facilitate and monitor the realization of the rights of vulnerable groups which is: Children, Youth, People with Disabilities, Senior Citizens, Women, Men, and People with HIV/AIDS.

Emadlangeni Municipality established and launched forums for the vulnerable groups in 2022, to serve for the period of five (5) years. The establishment of these forums assist in identifying the needs of vulnerable, and to ensure that the Municipality gives priority to needs of the vulnerable groups in the community. The Municipality develops and executes Social Development Programmes based on the identified needs for each sector. Forums also assist in strengthening the relationship between the Municipality and the community.

The forums for the vulnerable groups are as follows:

- The Local Drug Action Committee
- The Local Aids Council
- The Local Youth Council
- The Local Women's Forum
- The Local Men's Forum
- The Local Senior Citizens Forum
- The Local Disability Forum
- The Local Arts & Culture Forum

Forum meetings are held, and programmes for the empowerment and development of vulnerable groups are executed in collaboration with the stakeholders of Operation Sukuma Sakhe, for a collaborative effort and shared resources.

A. YOUTH DEVELOPMENT

The Municipality adopted the Youth Development Strategy and the Youth Constitution in 2023. With a very youthful population making a large portion of eMadlangeni, the municipality dedicates itself to the contribution and empowerment of the youth through:

The establishment and maintenance of community structures that help to ensure youth development;

Ensuring the existence and functionality of the Local Youth Council. The Municipality officially launched the current Local Youth Council on the 20th of May 2022, to serve for the period of five (5) years in line with the current Administration. Local Youth Council Meetings sit on a quarterly basis.

Ensuring that community outreach activities aimed at youth development are executed, and these include:

- Youth Dialogues;
- The Matric Empowerment Programme;
- Career guidance/ expo;
- Matric Excellence Awards;
- The Back to School Campaign;
- Emdlangeni Sports & Arts Festival
- Awareness Campaigns addressing different social ills affecting the youth;

B. SENIOR CITIZENS

EMadlangeni Local Municipality ensures that older persons are given the opportunity to remain independent, active and contributing citizens in the community while receiving quality services. Additionally, the municipality ensure that older person receive integrated and coordinated services and elucidate the roles and responsibilities of stakeholders with regards to service provision to the elderly.

Programs towards the development of Senior Citizens at local level include the following:

- Facilitate the establishment and ensure the functionality of the Senior Citizens Forum.
- Capacity Building Workshops for Senior Citizens Forum.
- Participation of Senior Citizens in Luncheon Clubs.
- Facilitate interaction with stakeholders in addressing the needs of senior citizens.
- Assist in the mobilization of senior citizens to participate in active healthy lifestyle programmes (Golden Games).
- Participate in all structures that seek to promote the interest of senior citizens.
- Ensure participation of Senior Citizens in Senior Citizen's Parliaments.

C. DEVELOPMENT OF PEOPLE WITH DISABILITIES

EMadlangeni Local Municipality facilitates and ensures the empowerment of People Living with Disabilities (PLD) through;

- The establishment and functionality of local structures for People Living with Disabilities;
- Engaging in systems change and efforts towards capacity building that promote self-determination, integration, and inclusion of people living with disabilities;
- Raise awareness and promote disability issues and rights.
- Ensure that people living with disabilities participate in healthy life style programmes.
- Ensure participation of People with Disabilities in Disability Parliaments
- Employment Services- where persons living with disabilities will be assisted in finding careers matching their strengths, abilities, conditions and preferences for employment (1 general worker employed during 2014);
- Health, Prevention and Wellness Programs to ensure that PLD remain as healthy as possible.

D. EARLY CHILDHOOD DEVELOPMENT

The Municipality does not take early childhood development lightly. It is important that efforts be made towards ensuring that every child is afforded access to the services that are inherently necessary for his/her development. To this end, the municipality provides a range of services to children in line with the implementation of the Children Act 38 of 2005. The Act is guided by rulings in favour of the best interests of the child.

To this effect, the municipality ensures that programmes aimed at Child Development and Support are executed, and these include:

- Children's Dialogues;
- Conducting awareness programs on the protection of children's rights;
- Conducting the Back to School Campaign to contribute towards the support of disadvantaged children in the community;
- Engages in the building of ECD centres (as per requirement);
- Provides resources and support in the field of early childhood development;
- Strives to ensure the effectiveness and efficiency of ECD provision to all children;
- Ensures the provision of Childcare and protection services;

Early Childhood Development Centres

WARD	CENTRE NAME
Ward 1	Sigodiphola Creche Enzimane Creche
Ward 2	Utrecht Pre-Primary Little Journey Creche Siphintuthuko Creche

	Emalahleni Creche
Ward 3	Khanyekahle Creche St Fransis Creche and Pre-School
Ward 4	Imizamoyethu Creche
Ward 5	Lindokuhle Creche Mbalenhle Creche Thandulwazi Creche Isisekelo Creche

Table 22: Early Childhood Development Centres

A need for new ECD Centre was reported in Ward 4 – Groenvlei.

E. DEVELOPMENT OF WOMEN

EMadlangeni Local Municipality is committed to playing a more proactive and supportive role in promoting the inclusion and development of women in the municipality. Efforts towards the development of women in the municipality include the following programmes and activities:

- Ensuring the existence and functionality of the Local Women’s Forum;
- Women’s Dialogues;
- Execute programs and interventions to deal with the scourge of Gender Based Violence and Femicide at local level in line with the six (6) key Pillars of the Provincial Gender Based Violence and Femicide Strategic Plan 2021 – 2025.
- Economic empowerment through Expanded Public Works Programme;
- Skills development program to support women entrepreneurs as a means to address economic inequality by enabling women previously denied of opportunities because of skills gaps to participate in the economy and/ or start and grow their businesses;
- Support programme for vulnerable households;
- Execute women programmes in the jurisdiction of eMadlangeni;
- Awareness promotion campaigns on health and wellness programmes, HIV/AIDS prevention and care, and other diseases;
- Contribution to the development of housing over the next 10 years to ensure that women have access to affordable, safe and decent accommodation.

F. MEN'S DEVELOPMENT

EMadlangeni Local Municipality ensures development and empowerment of men; and that men play a vital role in the fight against women and children abuse. Men's Development Programmes include the following:

Ensuring the existence and functionality of the Local Men's Forum; Men's Dialogues;

Isibaya Samadoda;

Men Championing Change Programs with the focus on social and behavioural change to ensure that men are mobilised within eMadlangeni Local Municipal area, and that men play a role in ending social ills including violence and substance abuse;

Mentorship programmes – men playing a role in raising responsive responsible young men; Programmes aimed at addressing issues of social and economic development in order to attack the triple challenges of poverty, unemployment, and inequality.

G. HIV/AIDS

EMadlangeni Local Municipality has a Strategic Plan for HIV/AIDS in place. The plan was adopted by the council in September 2015 and was reviewed in 2023. There are support groups through Ward Aids Committee / Ward War Rooms, the LAC established – Chaired by the local Mayor.

Interventions at local level include the following:

- Develop and Execute HIV/AIDS Programmes and interventions at local level in line with outcome goals of the Provincial Multi-Sectoral Response Plan for HIV, TB and STIs.
- On-going provision of a treatment, care and support, which includes counselling, voluntary testing, mother to child transmission prevention, wellness programmes, home-based care, and bereavement support and the targeting of vulnerable groups such as children and orphans,
- The establishment of a local database on HIV infections and AIDS deaths, disaggregated on the basis of age, gender, race and geographic area;
- Anti-discrimination and de-stigmatisation campaigns;

- On-going monitoring and evaluation of programmes.

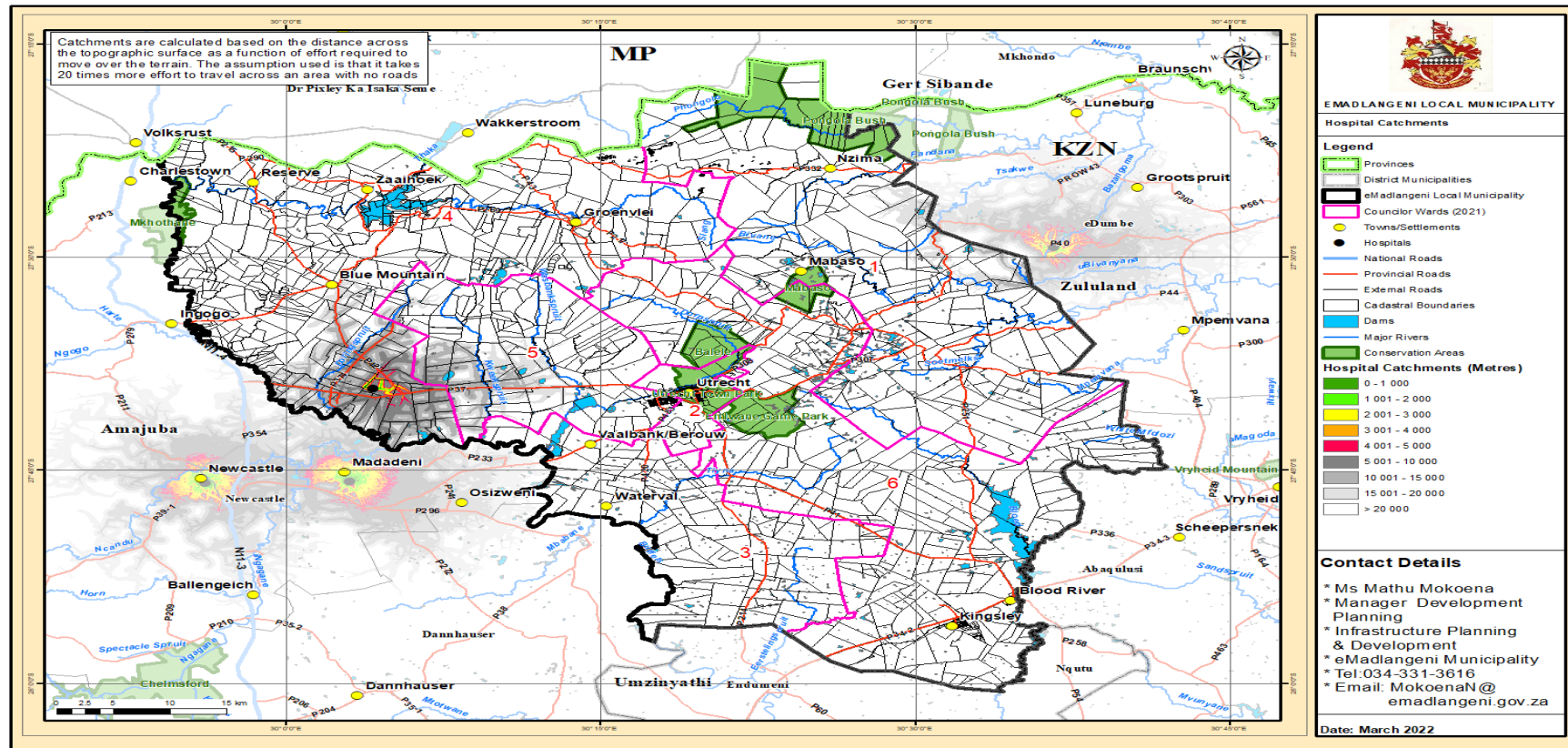
Furthermore, community awareness's are conducted within the municipality in order to:

- Reduce HIV/AIDS and mitigate its impact by expanding the on-going programme of information dissemination, provision of condoms and community mobilisation, with a special focus on peer education campaigns and the youth;
- Expand other community outreach programmes that identify people/ households in need and provide HBC, referral services etc;
- Support on providing services to home-based terminally ill patients;
- Market support groups and programmes for people infected and affected by HIV/ AIDS.

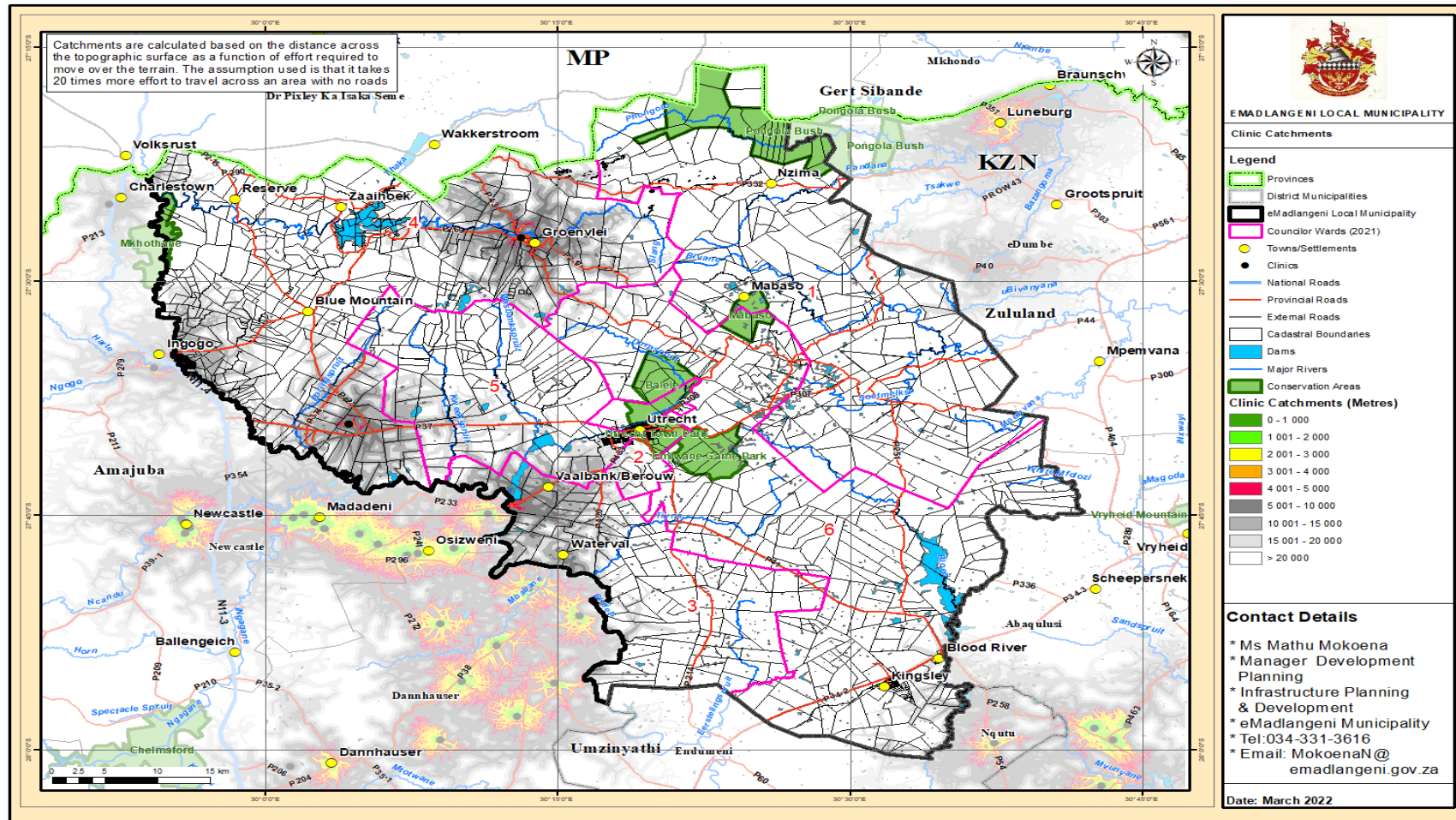
STRENGTHS	WEAKNESSES
Skilled and Experienced Staff Dedication, willingness, and commitment to perform duties attached to the Social Services unit. Forums exist to deal with issues of vulnerable groups. Well-developed Program mandates and goals for the development and empowerment of vulnerable groups. Effective Coordination of Community Development Initiatives. Numerous Activities executed for the development & empowerment of vulnerable groups (e.g. Back to School Campaign, Matric Empowerment Programme, Matric Excellence Awards, Child Protection Week Programmes, Men & Women Dialogues, Golden Games for Senior Citizens, Disability Games, Workshops for Vulnerable Groups, etc.)	Lack of capacity finances to execute community development programs. Only one employee responsible for the functioning of the Social Services Unit.

OPPORTUNITIES	THREATS
Tapping into the internship programme to increase and strengthen capacity and continuity of service. Strong and healthy working relations with other stakeholders. Integrated Planning and Implementation of Programmes at OSS Level.	Social ills (e.g. High levels of unemployment & lack of employment opportunities among the youth, Substance Abuse, Crime, Teenage Pregnancies, Gender Based Violence & Femicide, etc.)

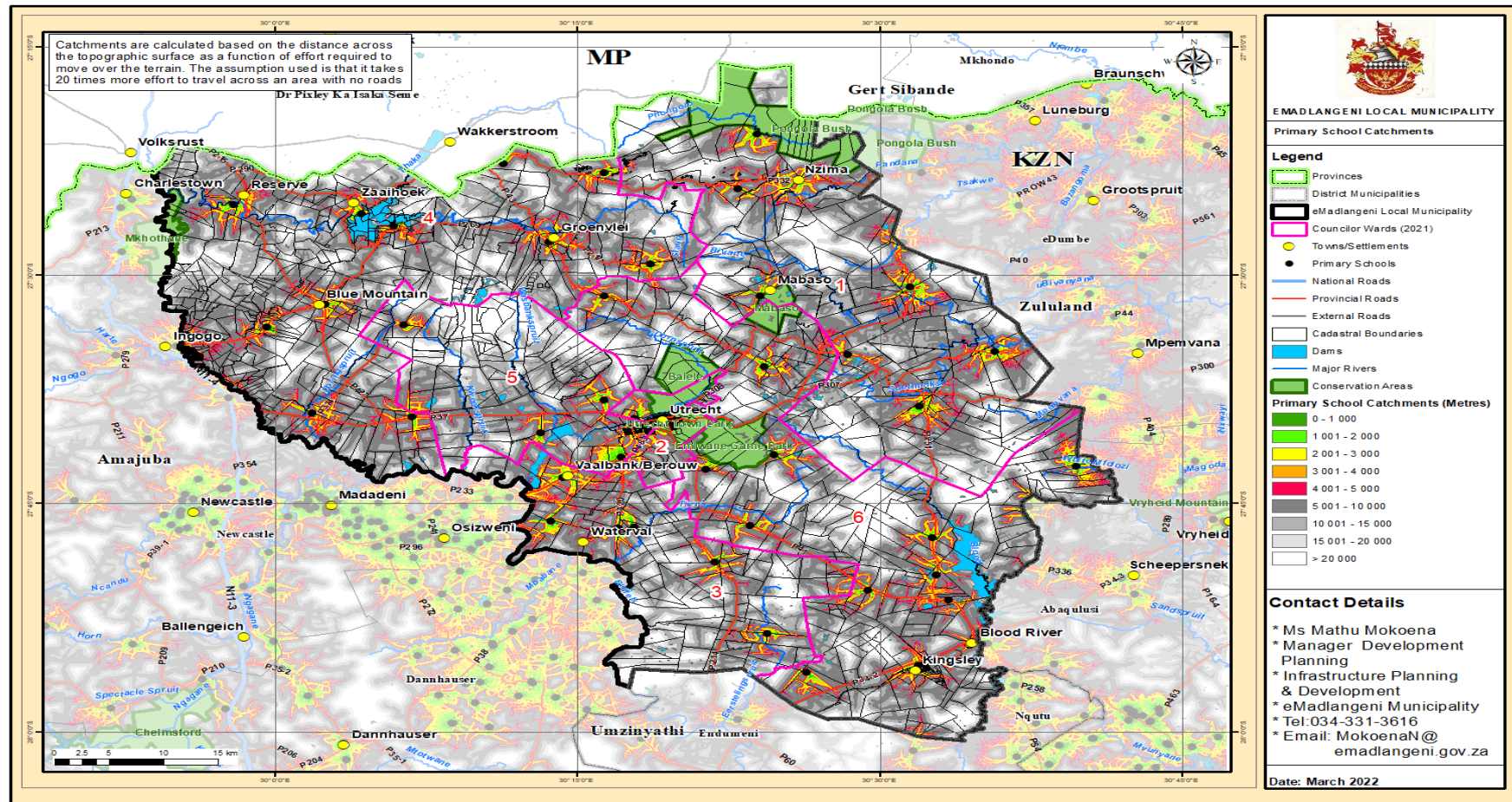
Map 10: Hospital Catchment



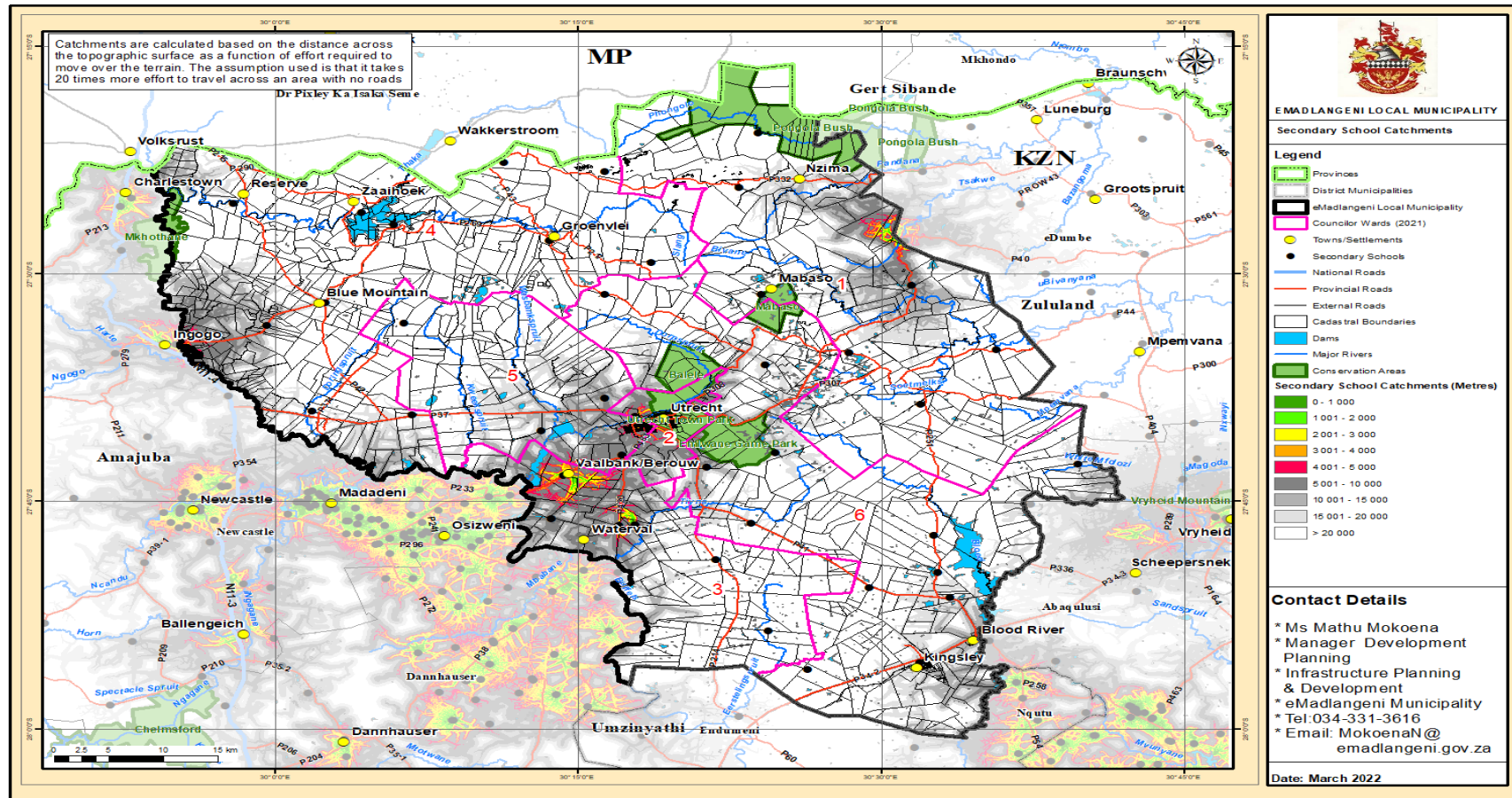
Map 11: Clinic Catchment



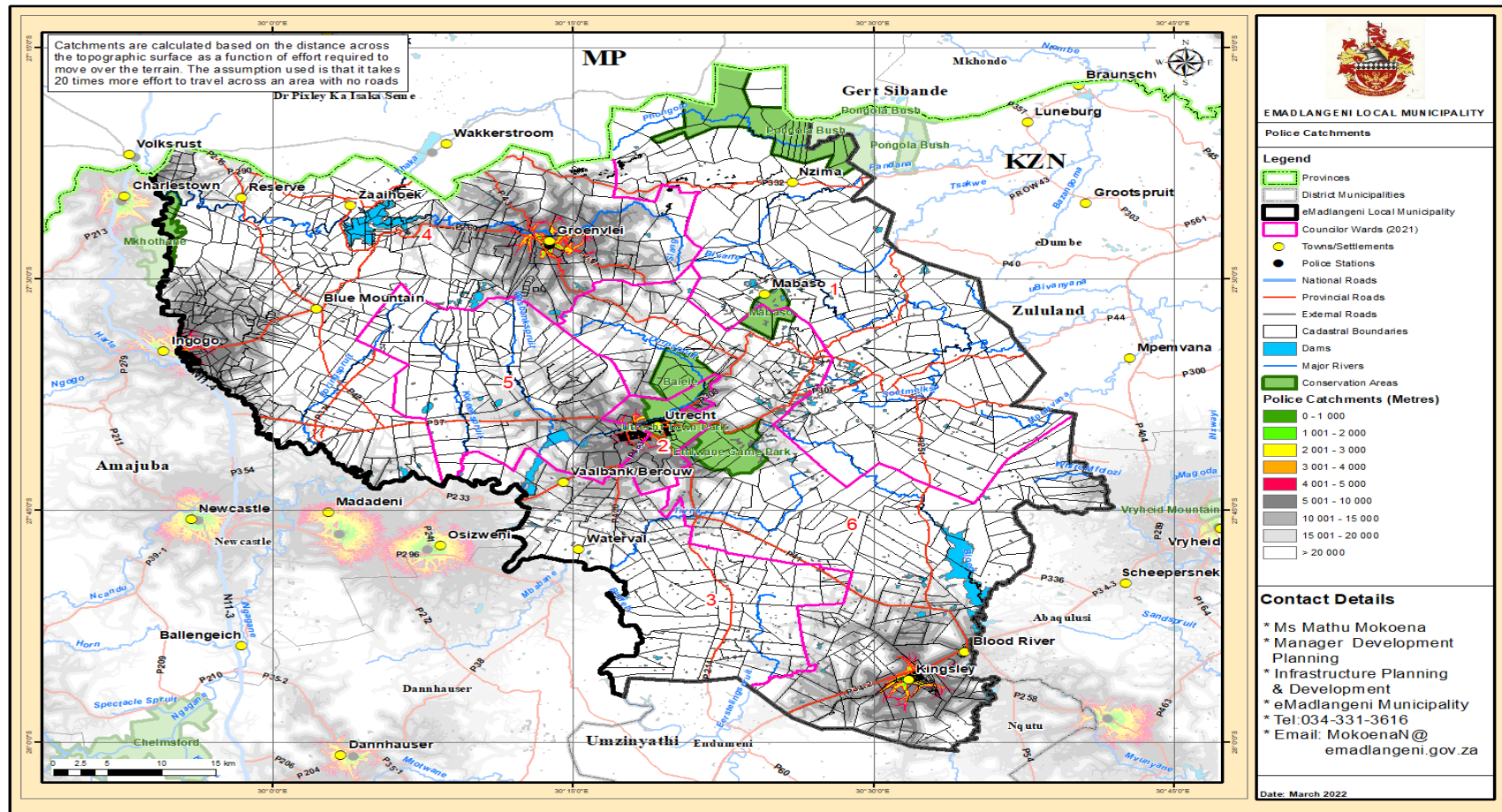
Map 12: Primary School Catchment



Map 17: Secondary School Catchment



Map 18: Police Station Catchment



C.5.6 HUMAN SETTLEMENTS

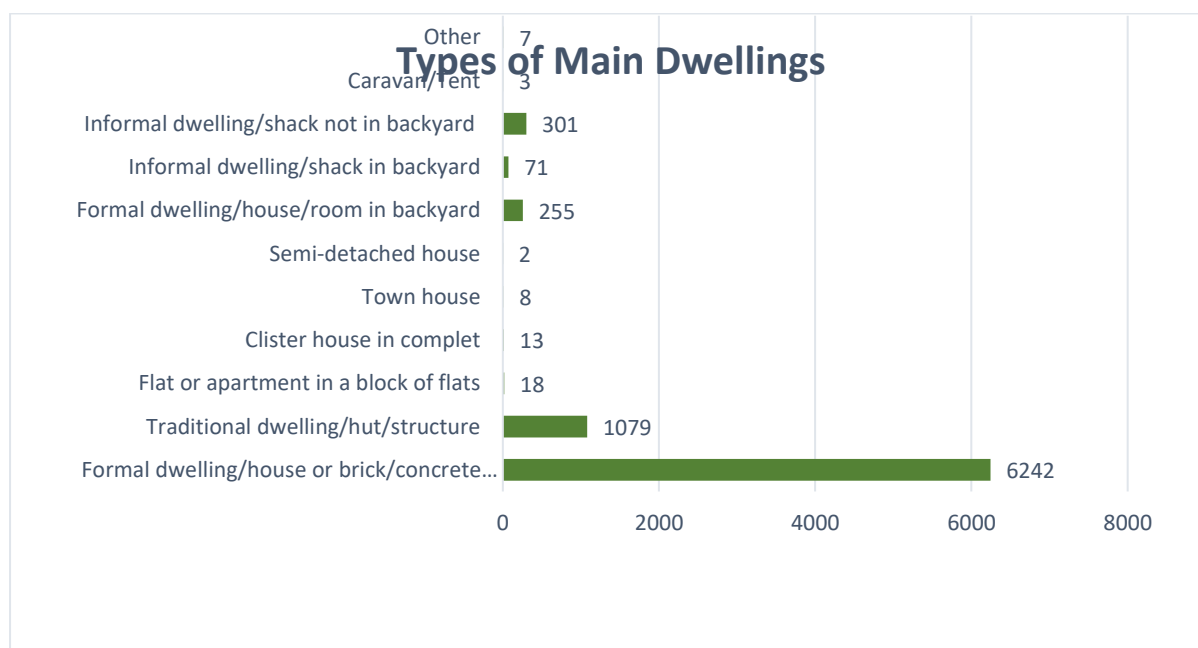
The municipality has an adopted Housing Sector Plan in May 2025 attached as **ANNEXURE A1**, that is aimed at providing a framework within which the eMadlangeni Local Municipality can start with the task of addressing the housing need of their communities and thereby meeting their obligation of providing shelter for those in need. This is a working document that will guide the eMadlangeni Local Municipality and other role-players to set in motion the process of housing delivery. It is a requirement that the plan should set strategies and timeframes for the development of housing in the area and should be linked to the Municipal Integrated Development Plan (IDP) as well as the Provincial Housing Plan in order to ensure the alignment of programmes and objectives at all spheres of governance. More specifically, the project aims to identify the current housing demand, recently conducted by the Municipality with the following outcomes.

(Housing Sector Plan 2025-2026)

Type of Dwellings

The majority of the settlements within eMadlangeni include formal dwellings or brick structure and traditional dwellings in the form of huts or structures made of traditional matter. Approximately 1079 (see figure 6) people reside in traditional dwellings, accounting for 13% of the population.

FIGURE 6: TYPE OF MAIN DWELLING



Source: Statistics South Africa, Community Survey 2022

Map 13: Housing Projects

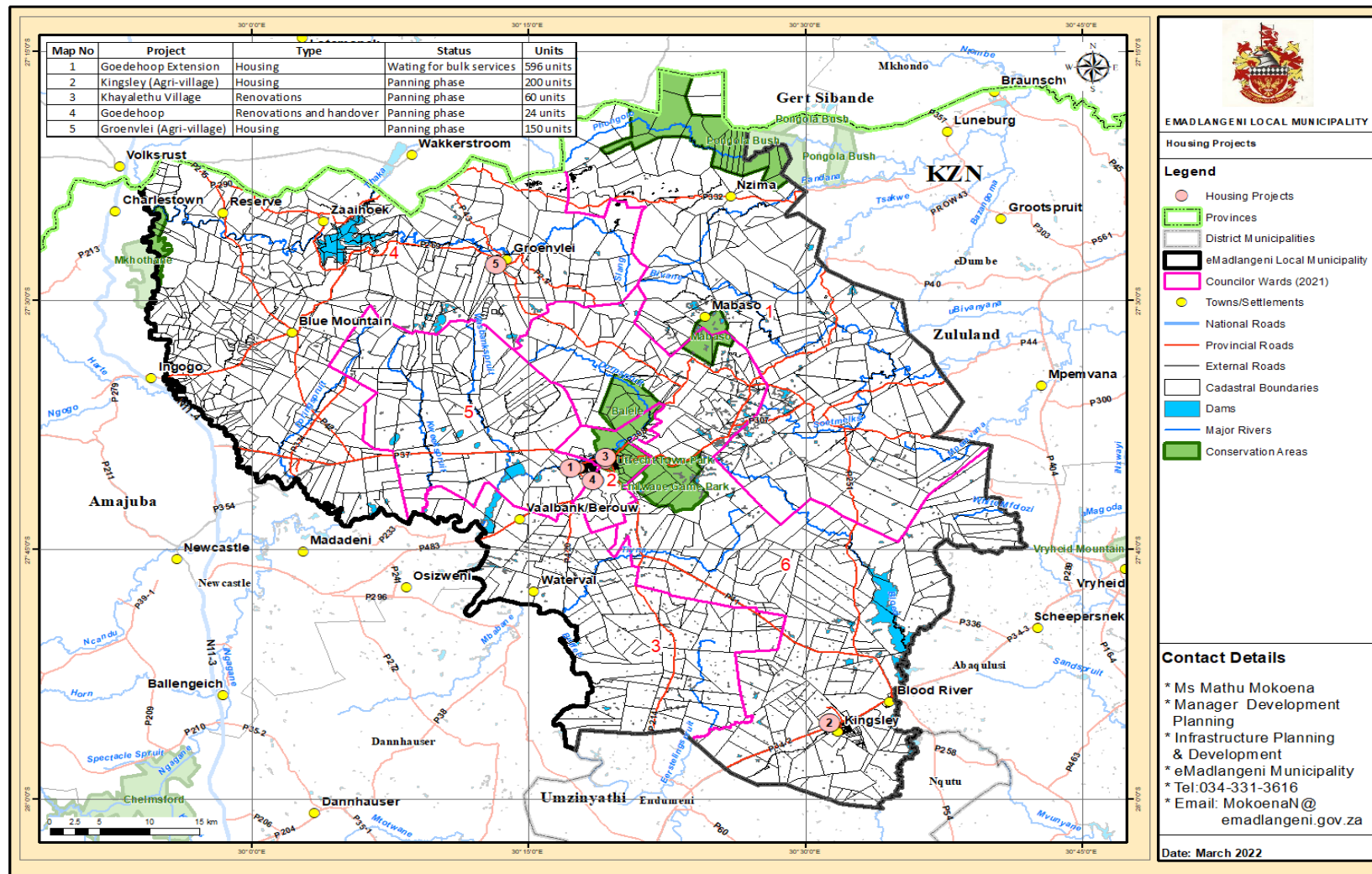


TABLE 23: CURRENT HOUSING PROJECT

TABLE 23: CURRENT HOUSING PROJECT

PROJECT	TYPE	STATUS	UNITS	BUDGET
Goedehoop Extension INKONJANE DEVELOPMENT	RDP Housing	Phase 1 (completed)	596 units	R596 000
		Phase 2 • Internal reticulation Complete • Sewer treatment plant upgrade		
		Registration of sites		
Khayaletu Extension BDSCM Pty Ltd	Housing	Planning Phase	150 units	R1 272 150
Groenvlei (Agri-village) STEDONE	RDP Housing	SPLUMA APPLICATION	250 units	R 2 504 580,00
Erf 739 STEDONE	Serviced sites	SPLUMA	300 units	R2 762 587,25
Portion 2 of 7 of the farm Weltevreden 53 (Balgrey) DELTRON	HDA Land acquisition	Completed	52 Ha	R5 500 000
	Informal settlement upgrade	SPLUMA APPLICATION	300 units	R1.961580
	Renovations		18 units	TBC
Marlotti Flat renovation	Communal Residential Units	Application submitted to DHS		TBC
Eradition of mud houses	Rural	Application submitted to DHS	200 Units	TBC

The municipality has identified future projects to be packages as Agri-village projects. The table below illustrated the projects identified, some of these projects are illustrated on **map 16**

TABLE 24: PIPELINE PROJECTS

Madlangeni Pipeline List of Projects						
	Project	Type	Units	Date	Budget	Status
	Kingsley Housing Project	Rural (Agri-village)	TBC	TBC	TBC	- Project identified as potential site for development
	Waaiohoek Housing Project	Rural (Agri-village)	TBC	TBC	TBC	- Project Identification in the IDP not yet finalized
	Amantungwa Housing Project	Rural (Agri-village)	TBC	TBC	TBC	- Project Identification in the IDP not yet finalized
	KwaNdlamlenze Housing Project	Rural (Agri-village)	TBC	TBC	TBC	- Project Identified in the IDP & SDF
	Kingsley	Housing	200 units	TBC	TBC	- Project Identified in the IDP & SDF
	Remainder of erf 740	Land Acquisition	100 units	TBC	TBC	Project Identification in the IDP& SDF not yet finalized
	Bensdorp extension	Vacant sites	50 units	TBC	TBC	Project Identification in the IDP& SDF not yet finalized
	Erf 10 000	Balele estate	30 units	TBC	TBC	Project Identification in the IDP& SDF not yet finalized
	Erf 10000	Middle income housing	200 units	TBC	TBC	Project Identification in the IDP& SDF not yet finalized
	Erf 1001 Remainder of erf 1000	Land acquisition	300 units	TBC	TBC	Project Identification in the IDP& SDF not yet finalized

According to the latest Housing Register data, a total of **3,705 households** have indicated a preference for housing within the Utrecht area. The distribution of demand across various settlements is as follows:

Preferred Location	Totals

Utrecht Town	1007 Households
Kingsley	269 Households
Groenvlei	202 Households
Vaalbank/Berouw	1295 Households
Reserve	175 Households
Zaaihoek	95 Households
Nzima	661 Households
Preferred Location Grand Total	3705 Households

The data indicates that **Vaalbank/Berouw** and **Utrecht Town** account for the highest housing demand, collectively representing a significant proportion of the total registered need. This reflects sustained pressure for formal housing opportunities within these areas, likely influenced by factors such as proximity to economic opportunities, existing infrastructure, and social amenities.

The overall figure of 3,705 households highlights a substantial housing backlog within the Utrecht preferred location, underscoring the need for targeted housing delivery programmes, land release strategies, and infrastructure investment.

This information should inform spatial planning, prioritisation of housing projects, and allocation of resources in order to address current demand and improve living conditions for residents on the housing register.

The majority of the eMadlangeni area suffers from bad communication network. The usage of cell phones, telephones as well as internet is not efficient within the entire municipal area. Only the Utrecht area has full access to network. However, the municipality uses other means of communication as a counter off to the network situation. This includes word of mouth, active social media platforms (Facebook & X/twitter), radio and television, municipal notice boards as well as local newspapers.

STRENGTHS	WEAKNESSES
Availability of Capital budget and Capital programme Improvement N11 provides provincial linkages for the municipality R34 important road network facilities intra-municipal and inter-municipal linkages. Development of Waste Management Plan	Lack of water and sanitation services in rural areas Lack of maintenance of existing infrastructure Backlogs in refuse removal Non availability of Capital budget for capital programmes Backlogs in electricity infrastructure

OPPORTUNITIES	THREATS
Bulk water pipeline Development of a Waste Management Plan Infrastructure upgrading Alternative energy sources i.e. solar power Registration of landfill site	Use of environmentally unfriendly energy sources Ageing infrastructure Scattered settlement patterns Lack of water and sanitation in rural areas Infrastructure backlog Farm owners denying access to service delivery; denies way-leave for INEP Projects

KEY CHALLENGES

- Farm owners denying access to service delivery; denies way-leave for INEP Projects
- Scattered settlement patterns
- Use of environmentally unfriendly energy source

C.5.7 TELECOMMUNICATIONS

Current Telecommunications status across Utrecht town.

There are currently three broadband service providers operating in Utrecht Town,

- Vodacom
- MTN
- Telkom

The following analysis provides insights into the community's access to various communication technologies and services.

1. Access or Ownership of Computers: Approximately 11.2% of households own a computer, indicating limited access to personal computing resources among the residents.

2. Ownership of Satellite TV: About 13% of households have satellite television services, reflecting moderate adoption of this entertainment medium.

3. Ownership of Smartphones: While specific data on smartphone ownership in eMadlangeni is not available, broader studies suggest a high prevalence of mobile phone usage in South African townships. For instance, a survey conducted in townships across Johannesburg, Durban, and Cape Town revealed that 26% of respondents accessed the internet exclusively via cellphone, with an additional 41% using both cellphones and computers.

4. Access to Internet:

There are currently three small data service providers competing for the share with the big three broadband player in Utrecht Town and the surroundings, Imvula Technologies, Wiselink and Jenny Internet.

- **A. From Home:** Only 4% of households have internet access at home.
 - **B. From Work:** Approximately 2.2% of individuals access the internet from their workplace.
 - **C. From Cellphone:** Around 15.6% of the population accesses the internet via mobile devices.
4. **No Access to the Internet:** A significant 76.8% of the population lacks any form of internet access, highlighting a substantial digital divide within the municipality.

6. Access to Other Means of Communication:

- **Cellphone Ownership:** A notable 85.9% of households own a cellphone, underscoring the importance of mobile communication in the area.
- **Radio Ownership:** Approximately 74.7% of households have a radio, indicating its continued role as a vital information source.
- **Television Ownership:** 52.7% of households own a television, serving as both an entertainment and information medium.
- **Landline Telephone:** Only 7.3% of households have a landline telephone, reflecting a preference for mobile communication.

These statistics underscore the need for initiatives aimed at improving digital access and literacy within the eMadlangeni Municipality to bridge the existing communication and information gaps.

C.5.8 BASIC SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
○ Skilled competent work force, ○ Age profile (young work force) ○ Good relationship with other government departments' both national and provincial level (DMRE, Eskom, Disaster and Cogta). ○ Adequate provision of essential services at urban residential areas and villages of ward 2 and part of ward 5 (electricity)	○ Staff shortage ○ Limited sources of funding ○ Dependency on government grant funding ○ Insufficient fleet and heavy duty plant ○ Ageing of infrastructure ○ Inadequate funding for infrastructure development ○ Backlog in road rehabilitation & construction ○ Backlog in electrification of rural households ○ Poor maintenance of infrastructure (road and electricity) due to lack of funds.
OPPORTUNITIES	THREATS
○ Training of staff ○ Improved infrastructure will create investor confidence. ○ Upgrading of infrastructure	○ Economic slowdown ○ Changes in technology ○ Changes in legislations ○ Insufficient funds ○ Scattered settlements patterns

C.6 KPA: LOCAL ECONOMIC DEVELOPMENT (LED) ANALYSIS

BACKGROUND

LED Unit is mandated to assist in the development of businesses of the Cooperatives and SMMEs in the local municipality area of jurisdiction. It is crucial that the LED should collect information for all Co-Ops and SMMEs so that he/she will be able to develop a comprehensive

database. The database must show the names of the Co-Ops/ SMMEs, their contact details and the nature of their businesses (categories). The categories may include agriculture, tourism, manufacturing etc. The database should cover all municipal wards. The database will assist the LED unit to identify the needs of each Coop/SMME e.g. registration, financial need, trainings, workshop etc. The development is intended to strengthen LED locally, and assist the Municipality fulfil its mandate to improve the overall economic and social conditions prevailing in the Emadlangeni, and to bring sustainable economic change that benefits all.

C.6.1.1 LED Functionality and Capacity

EMadlangeni Local Municipal Council adopted its Local Economic Development Strategy on the 30th of April 2024, the municipality is in a process to source funding to review LED strategy, see **ANNEXURE D**. The aim of building the economic capacity of the municipality; improving the economic sectors and the overall quality of life by developing the local economic potential of the municipality. Private enterprise drives the creation of employment opportunities and wealth within local communities and thus eMadlangeni Local municipality ensures collaboration with the private sector towards developing the economy and its people. EMadlangeni Local Municipality has a Functional Informal Traders Chamber, currently the Municipality is in a process of reviving Tourism Association, establishing formal economic Chamber and improving working relationships with farmer's associations and all SMME's.

EMadlangeni Local Municipality LED strategy is aligned to Amajuba District one Plan. Emadlangeni Local Municipality has drafted informal economic policy, and it was tabled and adopted by council in March 2024. EMadlangeni Local Municipality has revived Mangosuthu Arts and Craft Centre, the center is currently leased to Local Art and Craft Markers and a restaurant owner specializing in PIZZA. EMadlangeni Local Municipality is working with the Department of Economic Development, Tourism, Environmental Affairs (EDTEA) regarding red tapes reduction program they will be assisting the municipality in improvement on the following unit SCM, LED and Communications Units where people identify red tapes. EMadlangeni Local Municipality is currently using KZN Automated Business Licensing and Information Management System to produce Business Licenses and Informal Trading Permit. EMadlangeni Local Municipality LED strategy does consider Spatial Planning through the prioritization of Tourism Projects in Nodal areas of the Municipality. Additionally, eMadlangeni also works hand in hand with Amajuba District in executing the municipality's LED mandate. Focus areas for the eMadlangeni LED Strategy include:

- Poverty Alleviation: providing support and minimum skills and support

- Increasing Employment: Creation of employment opportunities and exploring ways to achieve upward mobility in employment
- Growing the First Economy: encouraging economic growth through investment and enhancing the competitiveness of the local industries. Focus directed at targeting previously disadvantaged individuals and supporting SMMEs.
- Developing the Second Economy: facilitating advancement of locals and businesses from the second economy to the first economy.

All stakeholders involved formed part of the strategy development and the MEC comments are incorporated in the review of the strategy.

Projects and Programs to be implemented in 2024/25 Financial Year

Project Name	Project Status	Budget
Balele Game Park Phase 2 Refurbishment	Implementation stage (20 % complete)	R4, 5 Million (from KZNEDTEA)
Balele Game Park Phase 3 Refurbishment	Design Planning Stage	R3 Million (from KZNEDTEA)
Expanded Public Works Program	Program will resume on 1 July 2024	R1 331 000 (from Public Works)
Municipal Employment Initiative Grant for SMMEs	Implementation Stage (20 % Complete)	R500 000
TOTAL:		R 9 331 000

C.6.1.2 Annual Review of the LED Implementation Plan

The entire LED strategy was reviewed on the 30th of April 2024, its currently being reviewed for new financial 2025/26. The LED strategy is on the last stage which is the 5th year and currently LED unit is still trying to source funding for reviewing.

C.6.1.3 Policy/ Regulatory environment and Alignment

Emadlangeni Municipality revived its relationship with Department of Mineral Resources and Energy (DMRE) and mining sector. Emadlangeni is working with DMRE and local mining industries to formulate and implement the social and labour plans. Emadlangeni Municipality is hosting Mining Indaba in June 2025 to deal with compliance and any issues facing the mining sector at Emadlangeni Municipality.

C.6.1.4 Strategic Economic Analysis and Interventions

Comparative advantage

The table below shows eMadlangeni's comparative advantage in terms of GDP contribution. The municipality's most competitive sector is government services. Personal services, Manufacturing and Wholesale, Retail & Motor Trade/Tourism show marginal contribution.

TABLE 25: EMADLANGENI GDP CONTRIBUTION

DESCRIPTION OF SECTOR	NATIONAL – GDP	PROVINCIAL – GDP CONTRIBUTION TO NATIONAL GDP	EMADLANGENI LOCAL MUNICIPALITY CONTRIBUTION TO GDP
Agriculture	2.3%	3.4%	0.001%
Mining	7.7%	1.7%	0.012%
Manufacturing	13%	15.9%	0.01%
Electricity & Water / Utilities	2.4%	3.6%	0
Construction	3.4%	4.1%	0
Wholesale, Retail & Motor Trade / Tourism	13.7%	13.9%	0.01%
Transport, Storage & Communications	8.4%	12.3%	0
Finance, Real Estate & Business Services	19.4%	15.6%	0.001%
Government Services	15.1%	14%	99,98%
Personal Services	5.4%	5.6%	0.01%

Main Economic Sectors

The main economic sectors in eMadlangeni include: **Tourism:** eMadlangeni is part of the battlefields heritage tourist sites. The Utrecht Community Game Farm and Wildlife Products (Balele Game Reserve) forms part of the tourism attraction in the municipality and is located on the edge of the town of Utrecht in Northern Kwazulu-Natal, the game farm lies on the east of Utrecht, in an area known as Knights Hill, and covers approximately 2 500 ha. The town of Utrecht is located centrally in the municipality at the foot of the Ehlanzeni Valley in the Balele Mountains (part of the Drakensburg escarpment).

TABLE 26: TOURIST VISITS TO EMADLANGENI

DESCRIPTION	2022/23

	FOREIGN	DOMESTIC
Estimated tourists (overnight visitors) to eMadlangeni per annum	269	18 610
Tourists to Battlefields per annum (2013)	16 096	127 000
Tourists to EMadlangeni as a % of Battlefields tourists	1.7%	14.7%
Tourists to KZN per annum (2013)	847 146	7.1 million
Tourists to EMadlangeni as a % of KZN tourists	0.03 %	0.26 %

Source: EMadlangeni Local Economic Development Strategy 2022/2023

Agriculture: The municipality has vast tracts of land, which is either underutilised or have been occupied by rural informal settlements who undertake subsistence farming or no farming at all. The municipality's agricultural contribution to GDP is at a low. In additionally the sector's employment numbers have experienced a slow increase between 2011 and 2015, from approximately 236 people to approximately 288, respectively (see table 22). This indicates that the sector employed a total of about 52 labourers between 2012 and 2014. The further indicates the slow growth and decline of the agricultural sector.



With the relationship Emadlangeni Local Municipality has with Amajuba District LED Unit, the municipality was able to assist Local informal traders with cabbage seedling and fertilizers. Beneficiaries were:

1. Vusi Kunene from ward 4
2. Dumisani Sthole from ward 2 (RIP)
3. Mr Ntombela and Moloi from ward 3

Mining: Mining activities in eMadlangeni primarily include coal mining. Coal is mined in the area and exported internationally via the Richards Bay Coal Terminal. Due to its size the sector is one of the lowest labour absorbing sectors in the municipality.

Social Labour Plans (SLP):

- a) Uitkomst Colliery built the Disaster Centre worth R3.7 million. The SLP is currently in the process of being reviewed with the focus of road infrastructure
- b) Kangra Coal is still applying for mining rights and also in the process of developing the SLP
- c) Vena Type Mine SLP has been adopted. An amount of R1.5 million will be used to supply water for the Zwartkop community in Ward 5.

Manufacturing: Manufacturing has experienced a fluctuating trend in the amount of labour absorbed within the sector. Between 2014 and 2015 the manufacturing had a decrease of approximately 10 labourers which follows the increase of about 42 labourers between 2013 and 2014.

In October 2024 municipality identified a community in ward 4 Gloenvlei and conducted hide and skin training in partnership with Amajuba TVET College, 20 community members successfully attended the training, pictures below.



Services sector: The finance sector and the community services has been the biggest labour absorbing sectors between 2011 and 2015.

TABLE 27: EMPLOYMENT BY SECTOR (FORMAL AND INFORMAL SECTOR)

SECTOR	2011	2012	2013	2014	2015
Agriculture	236	222	230	247	288
Mining	48	57	65	70	69
Manufacturing	1 012	970	998	1 040	1 030
Electricity	16	18	22	26	29
Construction	500	476	482	530	594
Trade	2 435	2 399	2 396	2 485	2 536
Transport	592	616	641	646	655
Finance	1 009	995	996	1 030	1 061
Community services	1 228	1 265	1 369	1 498	1 603
Households	591	585	591	625	636
Total Industries	7 668	7 604	7 790	8 197	8 502

C.6.1.5 LED CHAMBERS AND FORUM

EMadlangeni Municipality currently does not have any formal structures in place. On 6 June 2024 the LED unit convened an election meeting for sectors, and it was disrupted by traders, therefore we engaged Department of Economic Development, Tourism and Environmental affairs (EDTEA) to assist the Municipality in reviving these sectors so we will be able to formulate the Chambers and sectors that are required.

C.6.1.6 DISTRICT FORUMS

EMadlangeni Municipality participate in the following district forums:

1. District Development Model Economic and Infrastructure cluster
2. Amajuba District jointly LED and Tourism Forum

C.6.1.7 PROGRAMS AND TRAININGS

EMadlangeni Local Municipality in partnership with SEDA conducted a customer care training on the 11 to 13 March 2024 at Mangosuthu Hall. The key concept for this training was to teach them about communication skills, problem solving, handling customer complain. The training was attended by 16.

On the 23 of August 2024 **SEDA** conducted a Sales and marketing training where 61 learners attended.

Imbokodo iyazenzela event attended with above 50 women who are in different businesses within EMadlangeni boundaries



C.6.1.8 CONSTRUCTING CONSTRUCTION TRAINING BY SANRAL

On the 5th of August 2024 EMadlangeni Municipality **SANRAL conducted a training for local construction services**. The training conducted at NQF level 2 was aimed at developing the skills of small CIDB-Register contractors to properly quote and bid tenders.



LED Unit in partnership with National Youth Development Agency (NYDA) conducted a training for Emadlangeni Youth in business. The training took place at Utrecht Town Hall, the training commenced on the 30th of September 2024 till the 4th of October 2024. 21 participants who attended the training.

C.6.1.9 SERVICE SETA- SMMES AND COOPARATIVES E-LEARNING TRAINING

SERVICE SETA collaborated with Emadlangeni local municipality conducted an on-site e-learning short course training for SMMEs and cooperatives.

The training commenced on the 2nd of December and was completed on the 3 of December 2024. 15 participants from different wards who attended the training.



C.6.1.10 WOMEN AND MEN BUSINESS EMPOWERMENT WORKSHOP

On the 30th of August 2024 Emadlangeni Municipality hosted a big event whereby both Men and Women equipped with very important business information, different stakeholders attended the event and shared crucial presentation.



C.6.1.11 MUNICIPAL EMPLOYMENT INITIATIVE (MEI)

Department of Economic Development Tourism and Environmental Affairs funded the SMMEs at Emadlangeni Municipality with R500 000.00 for the upliftment of their businesses, 57 businesses benefited from the funding, they got their supporting materials on the 22 of August 2024.



C.6.1.12 BUSINESS INSPECTIONS

LED unit is mandated to make sure that all businesses operating within its jurisdiction they comply with rules and regulations, on the 23 May 2024 We conducted a formal business inspection with other relevant units including EHP from Amajuba District. Rotten food were removed from shelves and the owners were workshopped at the spot on how to check expired items and remove them from shelves.



C.6.1.13 SPAZA SHOPS DATA COLLECTION

ON the 19th of November and the 20th of November 2024 LED Unit collected a spaza shops Database and 49 shops were located in different wards.

- ward 1 -6 shops
- WARD 2- 6 shop ,
- WARD 3 -10 shops
- WARD 4 -5 shops,
- WARD 5 -14 shops,
- WARD 6 -8 shops.

All these shops were found are unregistered they not complying with regulations of the Municipality. Emadlangeni Municipality is currently assisting them with requested documentation so they will be complacence with the Municipal regulations.

C.6.1.14 COOPERATIVE UPLIFTMENT

19 February 2024 District EDTEA assisted the identified emerging Cooperative owned by Mr Mooki from ward 2 with material costing R70 000.



C.6.1.15 RED TAPE REDUCTION WORKSHOP

Emadlangeni partnered with EDTEA conducted the red tape workshop for three wards within eMadlangeni Municipality which are ward 2, 3 and 5 for the 2024/25 financial year. The aim of these workshops was to consult community members and different stakeholders on ways to create a more enabling environment for local investments, improve administrative efficiency, and support the ease of doing business.

Some of the threats and constraints identified are as follows:

- (i) Poor ways of communication between the municipality and the community
- (ii) SCM processes do not favour local SMMEs
- (iii) Community protests

These concerns were noted by the Department of EDTEA and were shared/discussed with relevant municipal officials in order to find solutions and eliminate unnecessary bureaucratic obstacles that may hinder efficient service delivery.



WARD 5



WARD 2



WARD 3

C.6.1.16 Local Economic Development: SWOT Analysis

STRENGTHS	WEAKNESSES
Development of a satellite hub for clothing and textile in Amajuba District with the assist from EDTEA is in construction stage at Emadadeni Potential for agricultural development Agri-village development projects Amajuba LED plays a big role in assisting our emerging farmers in Agricultural sector Municipal Employment Initiative Funding OF R500 000.00 assisted emerging SMMES and informal traders from various sectors	Lack of implementation of informal economy policy Staff capacity Budget constrains Lack of funding Conflict between traders ended up interrupting meetings

-reviving of all sectors to formulate Emadlangeni business chamber	
OPPORTUNITIES	THREATS
Revival of the agricultural sector Growing Tourism Sector Development of the tourism sector Revitalisation of the mining sector Large percentage of the population within working age	Climate change can adversely affect the agricultural sector Declining Agricultural sector Community interfering mining sector Low employment levels Low GDP contribution

C.6.2 STRATEGIC MAPPING

C.6.2.1 ENVIRONMENTAL SENSITIVE AREAS

EMadlangeni is characterized by a range of environmentally sensitive areas. The municipality is rich in biodiversity, and is well-endowed with unique environmental features, including a mountain range, river systems and wetlands. One of the prominent features in the municipality is the Balele Mountains on the north and the historically significant Blood River on the south. The municipality also has a great diversity in vegetation types, bird species, richest and these require appropriate management. River valley are some of the most important hydrological feature due to their significant environmental role as catchments areas. The municipality's birding route runs in an east –south route and offers a variety of bird species. Incidentally, this route also falls within the north-south conservation corridor on the eastern segment of the municipality further accentuating the environmental character of the region. The Balele route provides the most scenic regions within the municipality associated with the Balele Mountains, wetlands and rivers within the municipality.

EMadlangeni holds significant cultural value and has been identified as part of the Battlefields tourist sites. Furthermore, the area attracts both domestic and foreign tourists for its environmental features and cultural heritage. These environmental resources within the municipality also call for effective management to ensure preservation and linkage with the economic development of the municipality. Buffer zones should be established around environmentally significant areas where development beyond the buffer will be limited to developments that will be aligned with preserving the state of these environmental areas and with NEMA regulations.

C.6.2.2 STRATEGIC INTERVENTION AREAS

Agriculture is the backbone of the economy of eMadlangeni. A majority of the households, 51.9%, within the municipality are involved in agricultural activities. Most agricultural activities include

livestock production and poultry production. Grain and food crops are undertaken by approximately 12.26% of the municipality's population and these include commercial farmers. EMadlangeni Local municipality generally has good agricultural potential and this needs to be aligned with agricultural production in order to increase the municipality's agricultural output and thereby absorb more labour and strengthen food security.

The agri-village development seeks to create or re-develop settlements with agriculture as the basis of the settlements economy. This will help small and emerging farmers in gaining access to markets, and result in the creation of self-sustaining rural settlements.

The revamping of the Balele Game Reserve will help establish the town of Utrecht as a tourist destination. In order to maintain the tourism in the area, focus will be directed into the development of tourism products and activities within the Game Park and development at key tourism attraction locations.

Areas in critical need of electricity, water and sanitation infrastructure have been identified as ward 1, 3, 4 and parts of ward 6. The proposed sanitation infrastructure in these areas includes Ventilated Pit Latrine toilets (VIP), this is primarily due to limited funding towards the provision of infrastructure. The provision of windmills, specifically within farm areas will assist in reducing water backlogs within the municipality. The provision of non-grid electricity to farm areas and settlements located in these will also assist in reducing the electricity backlog within eMadlangeni.

C.6.2.3 STRATEGIC PROGRAMMES RESPONSES

1. Emadlangeni Municipality adopted Informal economy policy and as Municipality we realize that we omitted some crucial information of which we are currently busy adding on the existing informal economy policy.
2. Emadlangeni Municipality recently adopted the township and rural bylaws to ensure business compliance within emadlangeni jurisdiction.
3. Emalangeni Municipality making sure that on a quarterly basis we conduct one or two workshops/trainings for both Informal and Formal traders within Emadlangeni Municipality.
4. Emadlangeni LED Unit assist with sourcing of funds for the uplifting of local businesses.

C.6.2.4 DESIRED SPATIAL FORM

The eMadlangeni SDF sets out the spatial vision of the municipality and identifies focus areas for development and investment. The SDF identifies the primary, secondary, tertiary nodes, as well as development corridors.

The primary aim of the SDF is to facilitate the transformation of eMadlangeni into an integrated and sustainable spatial system. The SDF will influence directly the substantive outcomes of planning decisions towards the attainment of the following strategic objectives:

- To give a spatial expression to the development vision, strategy and multi-sectoral projects outlined in the IDP.
- To create a spatial environment that promotes and facilitates economic development and growth.
- To facilitate the development of sustainable human settlements in line with national policy directives.
- To promote sustainable development and enhance the quality of the natural environment.
- To facilitate sustainable and efficient utilisation of land.
- To guide private and public investment to the most appropriate areas in support of the municipal spatial development vision;
- To provide a visual representation of the desired spatial form of the municipality.

SDF seeks to influence the substantive outcomes of planning decisions at different levels and to achieve planning outcomes that: facilitates correction of spatial distortions of the apartheid past; channel resources to areas of greatest need and development potential; take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; stimulate economic development opportunities in rural areas; protects and enhances the quality of both the physical and natural environments; and promote an inherent value of the natural and built environment.

C.6.2.5 EASE of DOING BUSINESS

1. Emadlangeni Municipality established investment directly and submitted to South Africa Local Government Association (SALGA) for promotion of Emadlangeni for best investment opportunities.
2. Emadlangeni established revenue collection strategy through Tariffs that in place for all businesses operating within the Emadlangeni jurisdiction.

C.6.1.7 FUNDING AND IMPLEMENTATION

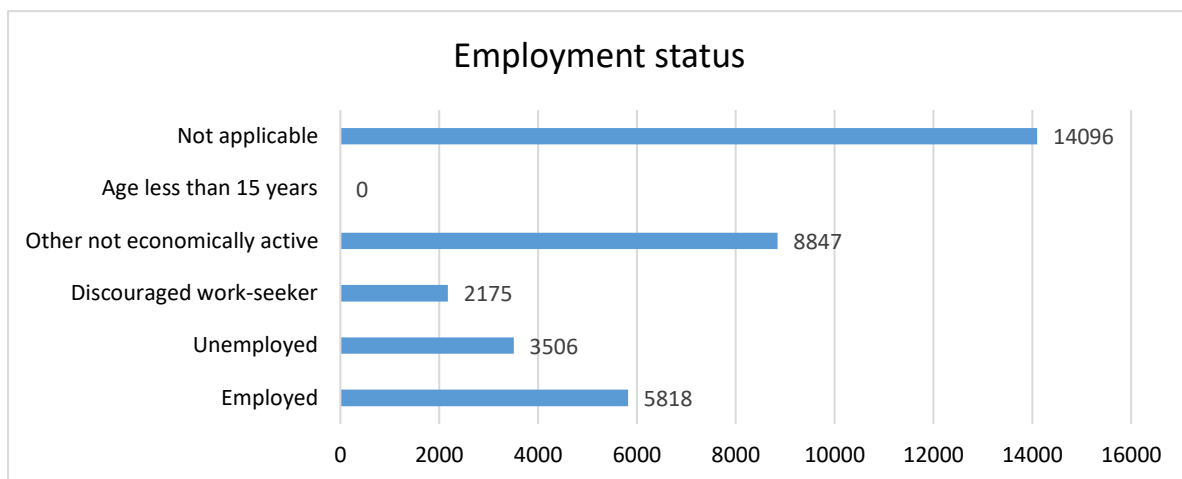
Private sectors come with their own funding and install their own cellular fibre, and the Municipality just shows them their existing services so they do not interrupt with them, currently open serve is busy with installation of cellular fibre at Emadlangeni Municipality.

C.6.1.8 POTENTIAL EMPLOYMENT / JOB CREATION

Employment

EMadlangeni's economically inactive population contributes approximately 25.68% of the total population within the municipality. The Census 2011 data further reveals that only 16.89% of the municipality's population is employed (see figure 7). Unemployment within the municipality was recorded at 10.18%. This indicates that municipality is facing challenges in the generation of employment opportunities and a possible lack of necessary skills and education to participate in the economy may be lacking within the municipality.

Figure 7: Employment Status

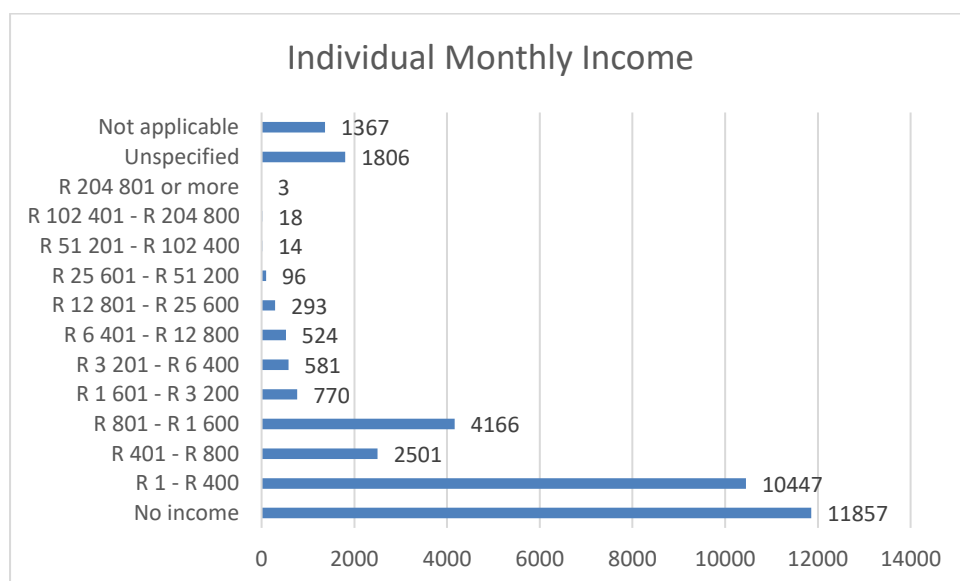


Source: Statistic South Africa, Census 2011

Income

In addition to low employment levels, 11857 people within the municipality earn no income, accounting for 34.43% of the population (see figure 8). Notable, 10447 people in eMadlangeni earn between R 1-R 400 which contributes 30.33% of the total population. This income bracket includes government grant recipients and thus indicative of a state-dependent section of the population. More worrisome is that 49.69% (17114) of income earners earn below R1600 per month. Consequently, suggesting a large portion of the population living in poverty with low levels of disposable income.

FIGURE 8: INDIVIDUAL MONTHLY INCOME



Source: Statistic South Africa, Census 2011

Agriculture

The municipality has large tracts of agricultural land spanning the municipal landscape. Most of these portions of land are held in private Trust of which the municipality cannot impose or legally require them to undertake any agricultural activity. These segment of land within the municipality are occupied by rural settlements where some households engage in subsistence farming. Households with livestock have followed the norm of letting their livestock roam the expansive landscape for grazing. Livestock farming in the municipality include; cattle and dairy farming, goat and sheep farming, poultry farming. This affects the land being capability in these areas and ultimately the agricultural output of these areas. Development of commercial agriculture is hampered by a lack of funding for raw materials, machinery, skills and transport markets for produce within traditional authority areas. Land claims also pose as a hindrance to agricultural development (EMadlangeni LED Strategy: 2022/23).

The agricultural sector experienced positive annual growth between 2012 and 2014. However, in 2015 the sector experienced a negative annual growth of -5.2%. This indicates that the growth of the agricultural sector within eMadlangeni declined in 2015.

TABLE 29: ANNUAL GROWTH

SECTOR	2012	2013	2014	2015
Agriculture	-0,1%	4,9%	8,3%	-5,2%

Source: Global Insight 2017

EMadlangeni Agri-Village Development

The Provincial Spatial Economic Development Strategy 2016 (PSEDS) identified for agricultural development within KZN. The municipality has good agricultural potential and has vast commercial farmlands across the landscape. The agri-village project is co-ordinated by the Department of Agriculture and Rural Development.

The Groenvlei area within the municipality has been identified as a pilot project for the agri-village development. The agri-village development concept focuses on the development of new settlements or the reinventing of existing settlements within commercial farm areas into sustainable communities. The concept centres the agricultural economy as the basis of the community. The agri-village development will bring together various stakeholders which will include commercial farmers, farm dweller residents with agricultural livelihoods, land reform beneficiary residents with agricultural farms and possible livelihoods, traditional authority with some governance responsibility and some agricultural interest. It will also include government departments/stakeholders with interest in the provision of public services, economic development of citizens and natural resource management. The development will create an opportunity for farmers that are currently excluded to be part of the agricultural value chains. This will ultimately improve the sustainability and profitability of these farmers while increasing job opportunities in the agricultural sector.

UNEP in partnership with KZNEDTEA they identify Emngundeni area to do **community economic empowerment pilot project**. The project was launched on the 27th of March 2023 and it was visited on the same day after the launched on the 27th March 2023. On August KZNEDTEA submitted quotation for solar lantern and Paraffin lamps. UNEP has not yet responded, there is no progress from them.

SMMEs

The municipality recognizes the role played Small Micro and Medium Enterprises in the areas economic growth and contribution towards reducing unemployment. The support and development of SMMEs is an imperative across all three spheres of government and thus eMadlangeni aligns itself with the legislative directive aimed at supporting and developing SMME. The municipality has a database for all active SMMEs and Cooperatives. As far the support and development of SMMEs goes in the municipality and the municipality's awareness of the challenges faced by SMMEs, focus is placed on the following;

- Infrastructure needs for SMMEs development in the municipality
- Market Management training
- Skills availability and mentorship
- Financial management Training

Manufacturing

The manufacturing sector in eMadlangeni is fairly small and is dominated by textile and clothing. A satellite hub aimed at developing the SMMEs and Co-operative within the municipality is currently in planning stage initiated by the Department of Economic Development. The development of the textile and clothing industry has the potential to grow into a fully operational mini-industrial hub taking into consideration the municipality's location to Newcastle municipality which is an industrial giant in Amajuba district. Furthermore, the R34 provides the municipality with linkages to the Richards Bay and Durban trade port Special economic zones (eMadlangeni LED Strategy: 2024/25).

Emadadeni ext 6 has an ongoing construction project of incubation center whereby all SMMEs within Emajuba District will benefit by participating and being groomed in the center.

Tourism

eMadlangeni Local municipality is rich in tourism. The municipality forms part of the Battlefields heritage tourism sites. The tourism sector holds a lot of potential for the economy of the municipality, with potential to contribute to the creation of more employment opportunities, contribute to formalization of the second economy, contribute to poverty alleviation in the areas of the municipality. The Blood River is of historical significance and runs on the southern portion of the municipality. The municipality has a Game farm, the Utrecht community Game Farm on the eastern portion of the municipality covering approximately 2500ha of land. The Balele Mountain forms part of the Drakensberg escarpment and are located to the north of the municipality. Approximately 14.7% of the domestic tourists within the municipality is accounted for by the Battlefields in 2013/14 period while foreign tourists in the area accounted for 1.7% in the same period (eMadlangeni LED Strategy: 2024/25). eMadlangeni Local Municipality has already begun with applications of sourcing funding to resuscitate Information Tourism Center.

eMadlangeni Municipality is a town within a game park where you find Balele game park with a lot of wild animals like your Kudu, Zebras, Giraffes, Vulture beast.





The animals you get when visiting Balele gamepack are not limited to the abovementioned.

The Balele Game is currently under refurbishment with the funding we received from the Department of Economic Development tourism and Environmental Affairs the amount of R9.5 Million of rands, below are the pictures of structures renovated.



BALELE SIGNATURE



RENOVATED POOL



RENOVATED WOODEN COTAGES

There is a lot of construction currently taking place at Balele game park since we received funding on stages, we have concluded phase consist of R2 MILLION rands, the 2nd phase we at construction and it consist of R4 million rands and the last stage three the contractor has been appointed and recently started the actual work expected to finish on the end of June 2025.

Mining

Mining within eMadlangeni mainly comprises of coal. Most of the mines within Amajuba district closed in the late 90s due to the international fall in coal prices however, some of these mines have reopened. The municipality is strategically linked to the Richards Bay Coal terminal via the R34 where high grading coal from the municipal area is shipped to international markets (eMadlangeni LED strategy: 2022/23). EMadlangeni Local Municipality is currently working with Uitkomst Colliery Mine to Develop New Social and Labour Plans for year 2022-2027.

Emadlangeni Municipality has the following Mines

1. Uitkomst Colliery

Uitkomst Colliery is based in ward 5 and currently an operating coal Mine. Uitkomst Colliery constructed a disaster center for Emadlangeni Municipality on their previous Social Labour Plan and they in a process of reviving their Social and Labour Plan with the Emadlangeni Municipality.



EMADLANGENI DISASTER CENTER

1. Umgala Colliery

Umgala Colliery is situated in ward 2 in three places which are Balgrey, Balele and White city ,Currently they in the process of getting water licenses and they will do construction of Knight hills and establish Social Labour Plan with the municipality since they done with Public Participation.

2. Zwartkop Mine

Zwartkop Mine is based in ward 5 Kwamagwinyimbuzi, they are doing Public Participation and the cleaning of the site to start operations. They incontact with DMRE for getting rights and operating licenses.

3. Triple X

They mining coal at ward one, their SLP has expired they busy with re-establishment.

EPWP/CWP

EMadlangeni Local Municipality has adopted EPWP Process Plan on the 30 April 2025, attached as **ANNEXURE D1**. The EPWP Process Plan is in line with EPWP Phase Five. Emadlangeni Local Municipality has drafted EPWP policy for PHASE 5 which will be reviewed annually. However, the municipality await the Department of Labour to endorse and the council to adopt the EPWP policy for phase 5 before the beginning of the new financial year in July 2025. EPWP program for 2025/2026 financial year will create 143 job opportunities as per approved MOU from the Department of Public Works and Infrastructure. The Expanded Public Works Programme (EPWP) is one of the Government's medium to long term strategies to reduce unemployment and alleviate poverty through the creation of work opportunities using labour-intensive methods. The EPWP is implemented in four sectors, namely: Infrastructure, Social, Environment & Culture, and Non-State.

EPWP projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The programme pays special attention to women, youth and the people with disabilities. It contributes to the Government's Policy Priorities in terms of decent work & sustainable livelihoods, education, health, rural development, food security, and land reform, and the fight against crime & corruption.

The main objective of the EPWP programme is to utilise line function budgets (capital, operations and maintenance) so that expenditure by the municipality results in increased employment opportunities and training, particularly for unemployed and unskilled labour.

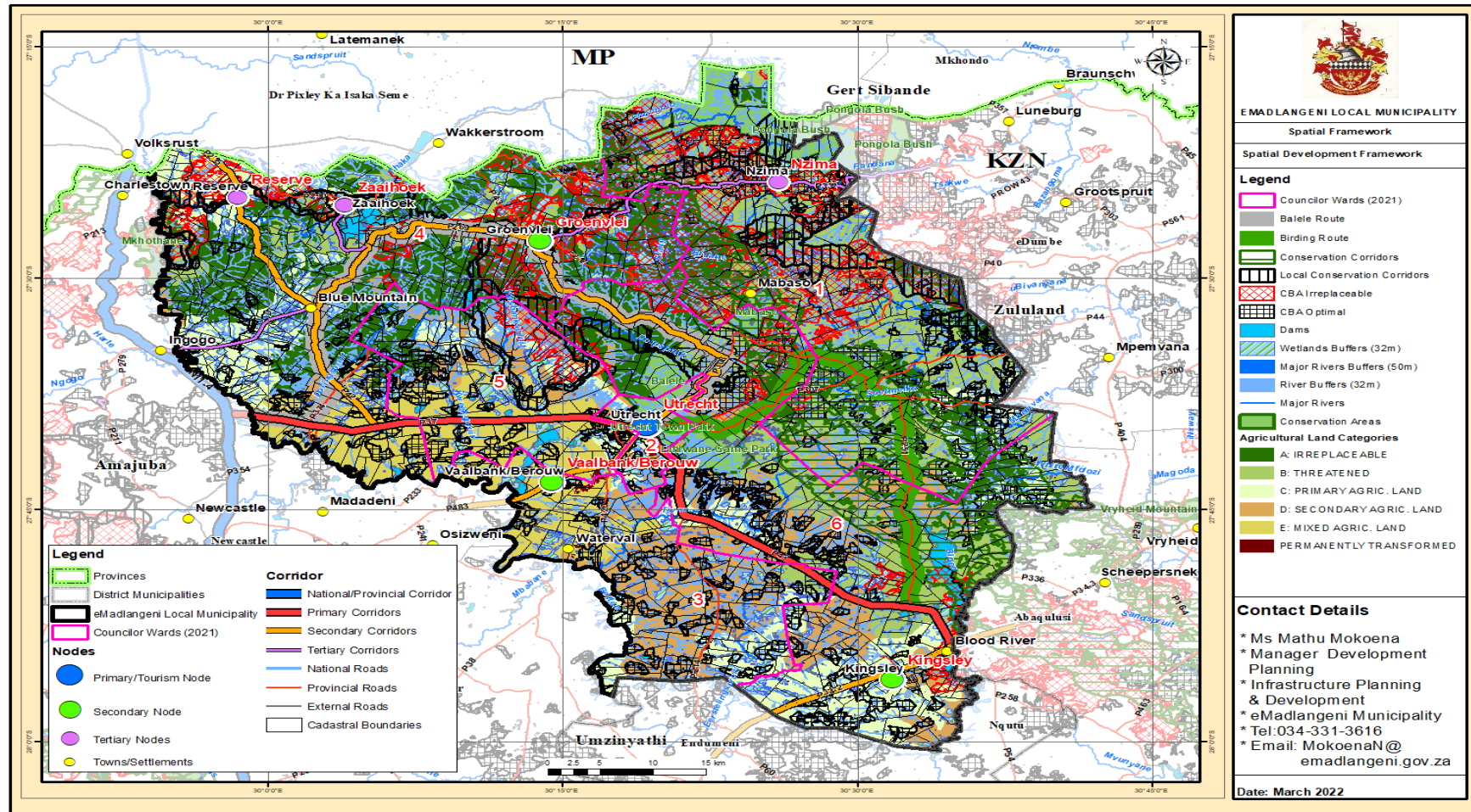
It's critical to note that EPWP has transitioned from Phase 4 to Phase 5 of the programme, which necessitates the municipality to re-design projects aligning with the Public Works and Infrastructure set targets within various sectors such as Infrastructure, environment and culture, social sector, and non-state. In phase 5, the municipality's target for EPWP is 731 work opportunities, and 251 Full Time Equivalent (FTEs) inclusive of all sectors, namely: infrastructure, social, environment & culture, and social sectors of the EPWP.

CWP also has a target of 1100 job opportunities to be created in the new financial year. EMadlangeni Local Municipality will prioritize previously disadvantaged groups in all business and employment opportunities. The program assists in the contribution to the livelihoods of participants through the income earned and it absorbs labour from the community to ensure and facilitate community development and upliftment. EPWP projects within the municipality include:

- Road maintenance & maintenance of buildings
- Tourism and cultural
- Waste management
- Parks and beautification
- Sustainable land-based livelihoods
- Social services programmes
- Health service programmes
- Community safety programmes

EPWP induction and uniform handover took place on the 19 of June 2024

Map 22: Emadlangeni SDF



C.6.3.4 STRATEGIC GUIDANCE IN RESPECT OF DEVELOPMENT

EMadlangeni Local municipality is made up a system of diverse land use typologies including urban settlements, scattered rural settlements, commercial farmlands, plantations etc. In order to ensure an efficient, effective and consistent land management practices, it is necessary that the municipality enforces wall-to-wall development through the development of a wall-to-wall scheme with a range of use zone some of which will not apply in the less developed areas. From interviews conducted with stakeholders, the municipality is currently facing challenges with regards to land allocation by Traditional Leaders. Traditional councils within the municipality have been formally allocated land, essentially there are no clear demarcations or boundaries on which segments of the land is under which Traditional Council. This ultimately leads to conflict and infringing on privately owned properties during these land allocation process by Traditional Leaders. The following broad categories will be used in the development of the municipality's wall-to-wall scheme.

Urban: which includes all areas that fall within the urban edge as delineated in this SDF.

Agricultural: areas that are subject to the Sub-division of Agricultural Land Act, Act No. 70 of 1970.

Rural settlements: located on communal land, state land and/or privately owned land.

Protected areas, conservation areas and tourism areas.

Land use policies will be used to guide land use management to guide land use management on agricultural land, privately owned land, environmentally sensitive areas.

Broad land use typologies for the Land Use Framework are suggested in table 15. It is suggested that a more regulatory approach is required where important resources (e.g. high potential agricultural land and important environmental service areas) need to be protected and where pressure for development is higher. This will provide the Municipality with clear regulations to manage this development e.g. a potential urban settlement where there is or may be a demand for commercial and industrial development sites. A policy-orientated approach would be suitable for areas where there is less pressure for development.

TABLE 28: BROAD LAND USE TYPOLOGIES

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
Industry	This zone will be used to designate and manage a range of industrial activities – from light industrial with limited impact on surrounding land uses to hazardous or noxious	• Service Industry • Light Industry • General Industry • Abattoir	• Existing industrial areas. • Development nodes • Mixed land use corridors.

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	industry with high-impact and must be separated from other uses. This set of zones would include agricultural industry.		Extractive and noxious industries are high impact uses and should be located away from residential and commercial areas
Residential	Used to designate the full spectrum of residential options ranging from areas that are almost entirely residential to areas having a mix of residential and other compatible land uses, yet the predominant land use is residential.	- Residential Only - Intermediate residential (medium density) - General Residential - Rural Residential - Guest Houses - Residential Estate - Retirement Village	- Mixed use such as development nodes and corridors. - Residential areas - Mixed use such as development nodes and corridors. - Informally settled areas - Rural settlement areas - Hotel, resort and lodge are associated with tourism and could also be located on agricultural land. Aligned with tourism facilities in the municipality
Commercial	This group of zones allows the development of a range of complementary land uses for commercial, business, services, industrial, administrative and	- Mixed use - Commercial - Office - Service station	- Central business district (Utrecht) - Development nodes.

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	residential opportunities, which include informal trading in a single zone to enable a special mixture of development to occur. It seeks to create a balance between the natural and built environment through landscaping and areas of green space. It encourages, where appropriate the use of detailed urban design criteria to achieve specific urban environments and mix of uses.	Warehousing and logistics	
Civic and Social	This family of zones are intended to accommodate land that is utilized to provide for administrative or government buildings including education, health, pension offices, museums, libraries, community halls, prisons, juvenile facilities, cemeteries and crematoria. Its primary aim is to facilitate the provision of public facilities and delivery of social services. It also seeks to improve access to social and civic facilities in a manner that meets the needs of communities in the fields of health, education social and cultural services.	- Education - Health and Welfare - Institution - Cemetery - Municipal and government - Worship - Bus and taxi rank	- Settlement Areas. - CBD (Utrecht) - Nodal areas
Open Space and environment	Environmental and open space zones are intended to set aside land for important environmental services and	- Declared Protected Areas - Active open space	- Urban and Residential areas. - Vacant and unused land in

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	recreational activities. It includes parks of differing sizes, green areas for bowling, ball sports, cycling, and green belts for walking and hiking. They provide for an adequate number of appropriately situated sites that are easily accessible for recreational purposes and activities for local and wider communities in accordance with recognized guidelines, appropriate thresholds and the requirements of the broader community and visitors. In addition, it also provides for important environmental areas, such as proclaimed parks, view sheds, open space system (e.g. water courses, wetlands, grasslands, and other natural habitats) and proclaimed conservation areas. It reserves land as part of a sustainable living environment.	• Passive open space • Dams • Management overlays for additional information	and around the urban footprint. • Environmentally sensitive areas within the municipality • Cultural and heritage sites associated tourism in the municipality. • Major dams, e.g. Zaaihoek Dam
Utility and services	The zone is intended to ensure that the land required for the necessary services infrastructure is set aside for development. It seeks to ensure that land used for service provision is appropriately located away from residential or other land uses where they detract from levels of amenity or safety. It includes	• Road reserves. • Railway line • Railway station • Public parking	• Settlement areas. • CBD (Utrecht) • Light Industrial areas • Rural and urban areas

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	the provision of land for capital works mains, overhead and underground cables, and essential services required to promote sustainable development in accordance with national laws and provincial and local guidelines.		
Agriculture	Agricultural family of zones are intended to provide land for buildings and uses associated with farming practises and specifically with the following activities: - • The production of food and fibre; • The cultivation of crops; • Timber plantations; • The farming of livestock, poultry and bees, • Horticulture and market gardening; • Urban agriculture and settlement; and, • The use of buildings for associated activities including education activities. Its primary aim is to facilitate the protection of agricultural land from non-agricultural uses, and to enhance its production potential. This will facilitate food production and improve	• Agriculture 1 • Agriculture 2 (Traditional/communal) • Agriculture and Forestry • Restricted agriculture (agro-biodiversity zone) • Management overlays for additional information	• Rural areas • Urban areas

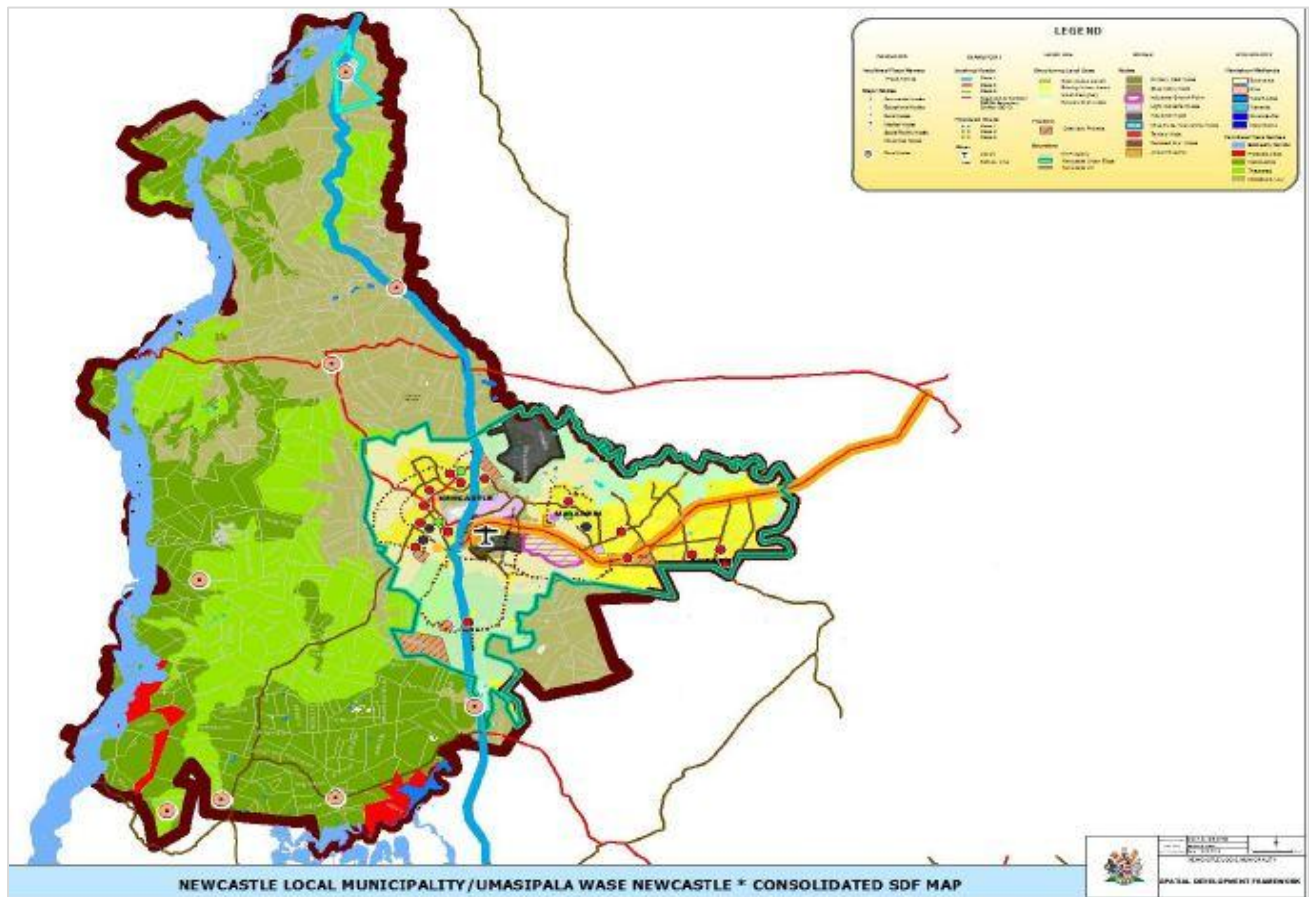
LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	contribution of the agricultural sector to the local economy.		

C.6.3.5 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

EMadlangeni forms part of a larger system of local governance and regional economy and is influenced and also influences development in the neighboring municipal areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighboring authorities to explore joint working potential. This section seeks to ensure an integrated and harmonious approach to growth and development between proposals suggested by eMadlangeni SDF and those of its neighboring municipalities.

Neighboring Municipalities include Newcastle municipality to the west, Dannhauser Municipality on the east, Endumeni municipality on the south, eDumbe municipality on the north-eastern boundary, Abaqulusi on the south eastern boundary and Pixely Ka Isaka Seme Municipality on the north in the Mpumalanga province.

FIGURE 9: NEWCASTLE SDF 2016/17



Source: Newcastle SDF 2016/17

EMadlangeni Local Municipality generally enjoys good linkages with Newcastle. The N11 links the two regions via the R34. The strongest linkage is however, via the P483 secondary activity corridor. It facilitates linkages in an east-west direction between Utrecht and Newcastle east. Nodal points of activity along this corridor provide opportunities for the provision of services as economic activities thereby providing strong linkages between the municipalities.

The area of Amantungwa in the west of eMadlangeni is located in close proximity to the Dicks cluster in Newcastle. The P483 corridor links this area to the Newcastle-Madadeni-Osizweni regional centre which provides higher order services and has greater regional influence in the district.

The linkages between these the two municipalities are virtually non-existent. Both municipalities are lower level nodes and would potentially utilise the services in Newcastle within the District as it offers more variety and higher order services.

The P332 provides the strongest linkages between eDumbe municipality and eMadlangeni. This is due to the farming in the northeast linking these two regions. The P332 is identified as a tertiary corridor in eMadlangeni SDF while it is identified as an agricultural corridor in the eDumbe SDF. Further, many residents in the north-eastern portion of eMadlangeni use the shopping centres in Paulpietersburg within eDumbe municipality.

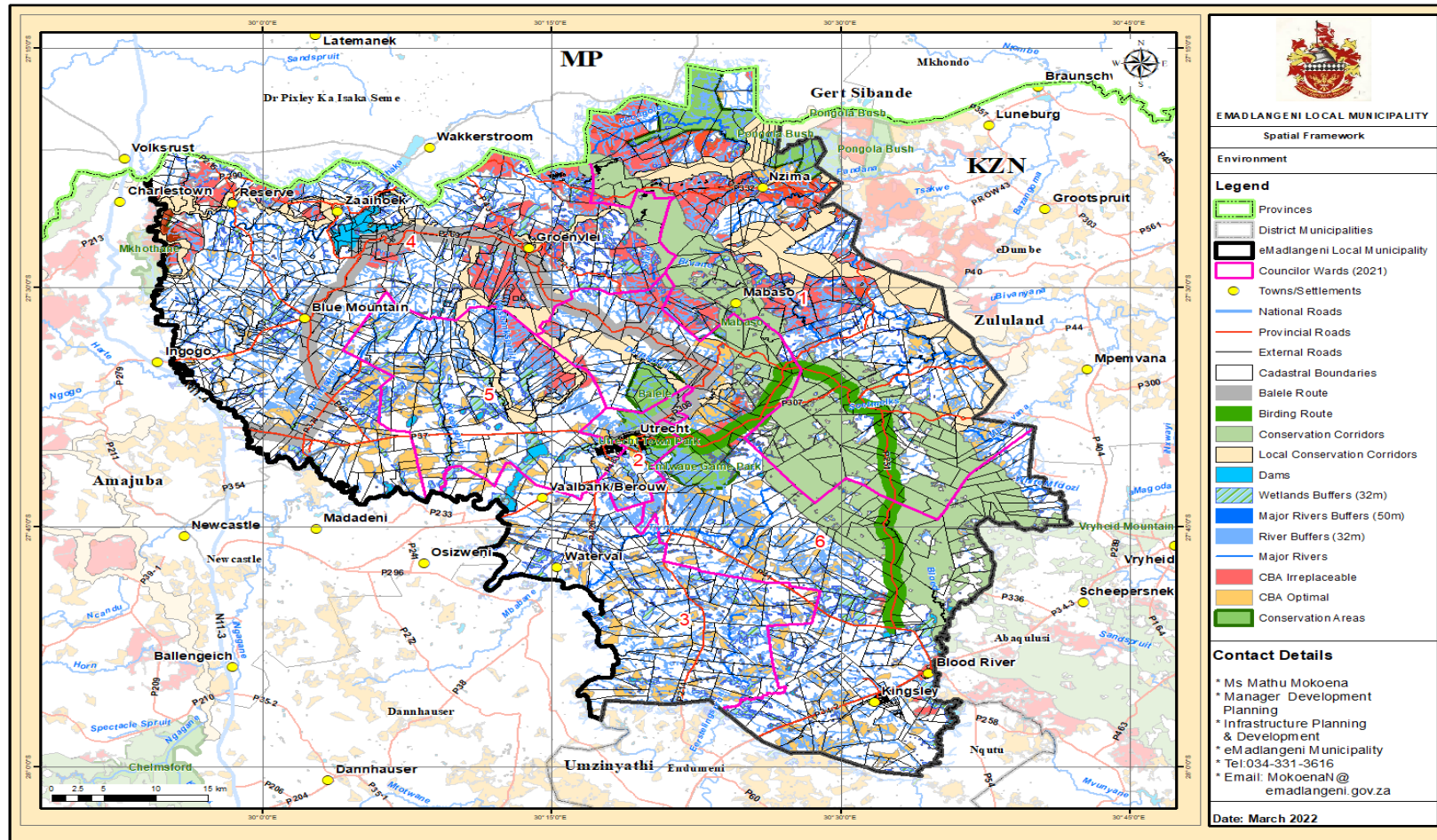
The P43 links eMadlangeni to Wakkerstroom within Pixely KaSeme municipality in the Mpumalanga province. The linkages between Pixley Ka Seme and eMadlangeni also include the birding linkages between Wakkerstroom and the northern portions of the Utrecht Municipality, particularly around Groenvlei and the Zaaihoek Dam and The trout fishing linkages between Wakkerstroom.

The eMadlangeni SDF indicates that the settlements around Groenvlei and the Nzima settlement make use of the services in Wakkerstroom due to restrictive road access to Utrecht. This has also resulted in these settlements having stronger linkages with Wakkerstroom compared to Utrecht. The settlement of Esizamelani in Pixely KaSeme municipality face limited expansion opportunities into the municipal area as a result of wetlands and tributaries. The only opportunity for expansion for the town exists in a southeast direction towards Groenvlei.

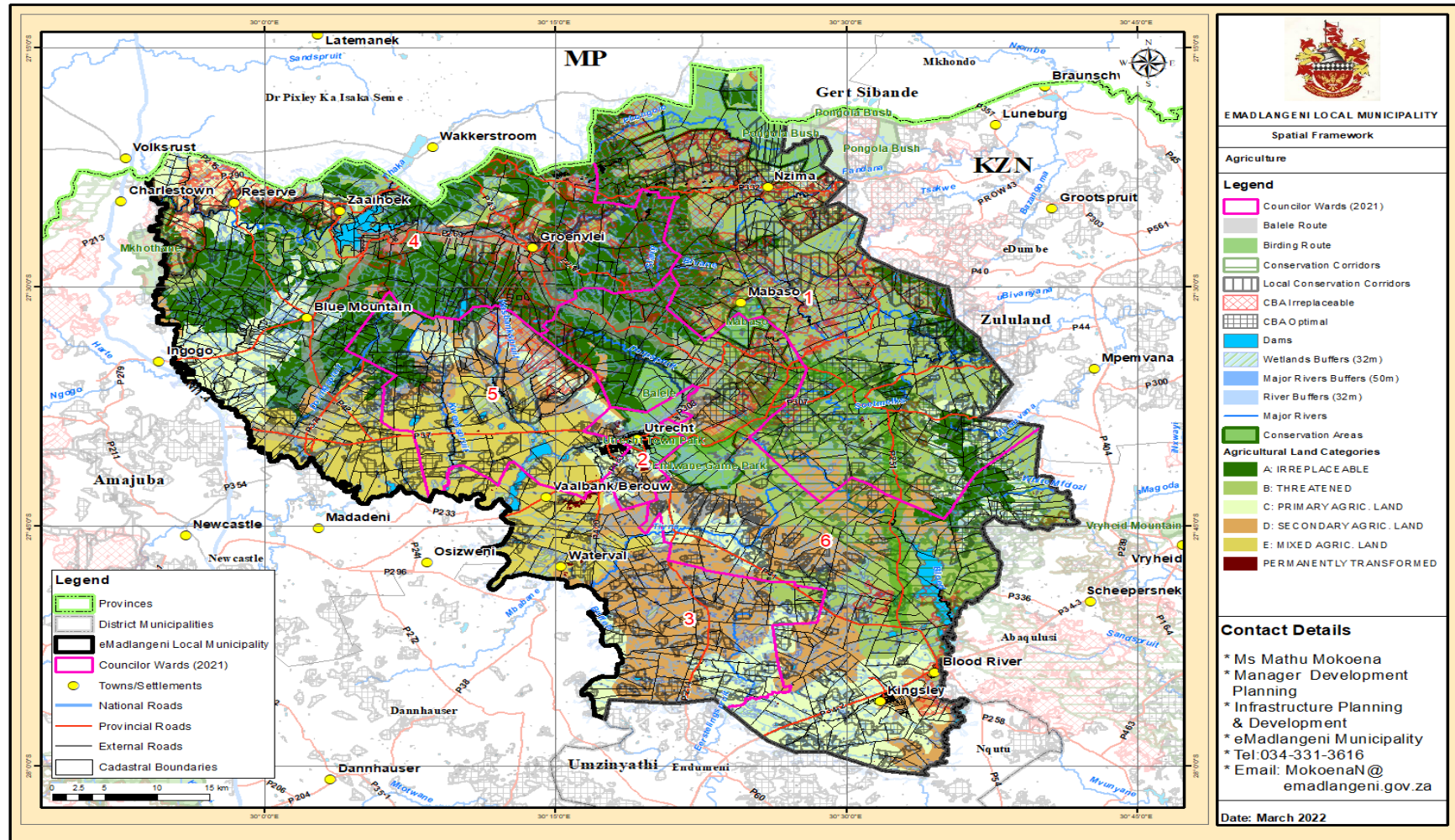
These linkages thus have implications for service delivery for these communities and collaboration between the two municipal areas to curb potential conflict.

The commercial farming enterprises in the eastern portion of eMadlangeni generally have good linkages with Abaqulusi. The R33 corridor links the two municipal areas. According the eMadlangeni SDF, the municipality has strong linkages to the urban core of Vryheid. Additionally, the Abaqulusi municipality offers higher order services than those offered in the eMadlangeni urban area.

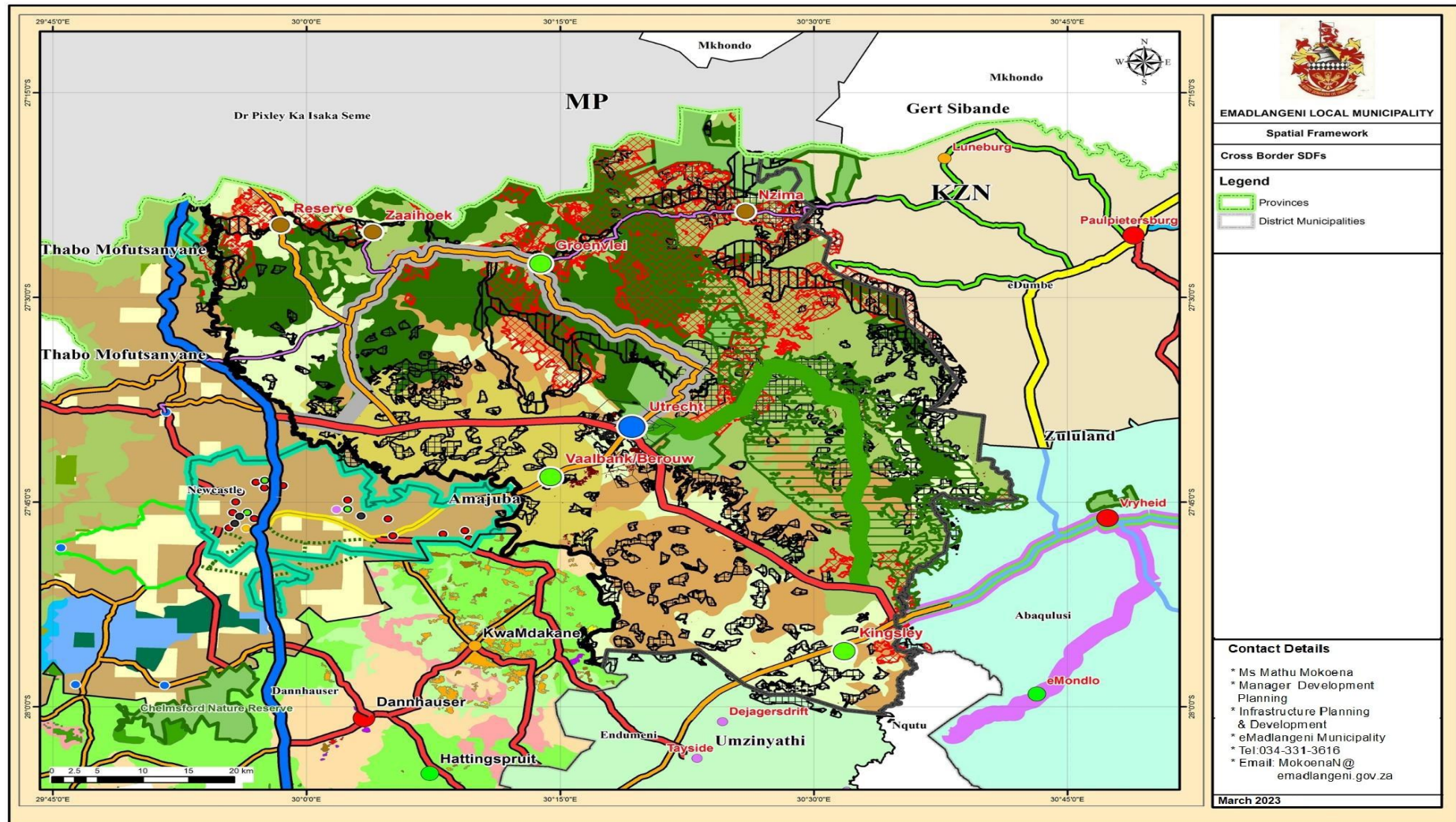
Map 20: Environmental Framework



Map 21: Agricultural Framework



Map 23: Cross-Border Alignment



Map 24: Cross- Border Alignment



EMADLANGENI LOCAL MUNICIPALITY

Spatial Framework

Cross Border SDFs Legend

Legend

- Provinces
- District Municipalities

Contact Details

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Date: March 2023

eMahlangueni Local Municipality

Nodes

- Primary/Tourism Node
- Secondary Node
- Tertiary Nodes

Corridor

- National/Provincial Corridor
- Primary Corridors
- Secondary Corridors
- Tertiary Corridors
- Cadastral Boundaries
- Balele Route
- Birding Route
- Conservation Corridors
- Local Conservation Corridors
- CBA Irreplaceable
- CBA Optimal
- Conservation Areas
- A: IRREPLACEABLE
- B: THREATENED
- C: PRIMARY AGRIC. LAND
- D: SECONDARY AGRIC. LAND
- E: MIXED AGRIC. LAND
- PERMANENTLY TRANSFORMED

Newcastle Local Municipality

Urban Edge

Nodes

- Commercial Nodes
- Educational Nodes (Excluding Schools)
- Rural Nodes
- Medical Nodes
- Social Facility Nodes
- Mixed Use Nodes

Mobility Routes & Corridors

- Primary Mobility routes
- Secondary Mobility Route
- Mixed Activity Corridor
- Tertiary Mobility Route
- Proposed Tourism Corridor
- Proposed Tertiary Mobile Route
- Agriculture
- Agriculture and Conservation
- Agriculture Low
- Conservation
- Conservation and Water
- Agriculture, Conservation and W
- Water
- Agriculture and Water

Dannhauser Local Municipality

Nodes

- Primary Node
- Secondary Node
- Tertiary Node

Corridors

- Primary Corridor
- Secondary Corridor
- Tertiary Corridor

Settlement Clusters

- 0.00 - 1.00
- 1.01 - 2.00
- 2.01 - 3.00
- 3.01 - 4.00
- 4.01 - 7.09
- Dams
- Conservation
- Important Environmental Areas
- Agricultural Potential
- Good Agricultural Potential (I, II, III)
- Moderate Agricultural Potential (IV)
- Low Agricultural Potential (V, VI)
- Restricted Agricultural Potential (VII, VIII)

Abaqulusi Local Municipality

Nodes

- Primary Node
- Secondary Node
- Tertiary Node
- Service Centres

- Abaqulusi_Corridor_Tourism
- Abaqulusi_Corridor_Agricultural
- Abaqulusi_Corridor_Development
- eDumbe Local Municipality

Nodes

- Primary Node
- Secondary Node
- Tertiary Node

Corridors

- Primary Access Corridor
- Primary Development Corridor
- Access Corridor
- Agricultural Access Road
- Proposed Tourism Access Road
- District Roads
- Provincial Roads
- Endumeni Local Municipality

Nodes

- Primary Node
- Secondary Node
- Rural Services Node
- Rural Service Satellite Node

Corridors

- Secondary Development Corridor
- Tertiary Development Corridor
- Urban Core
- Dr Pixley Ka Isaka Seme Local Municipality

C.7 KPA: FINANCIAL VIABILITY & MANAGEMENT

C.7.1.1 Capital funding and expenditure to address service delivery

The tables below reflect the municipality capital programme in relation to capital expenditure by municipal vote (multi-year appropriations); capital expenditure by standard classifications; and the funding source is necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. Budget appropriations for the two outer years are indicative allocations based on departmental plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives of the municipality.

The capital programme is funded mainly from grants and transfers, and internal generated funds. Capital grants and receipts equates to **93 per cent** of the total funding source which represents **R15.9 million** for the **2026/27** financial year and **R1.1 million** from internal generated fund. The municipality through its constitutional mandate has been able to spend all its allocation for the past financial years to service delivery as indicated in both tables.

Capital Expenditure against Budgeted Amounts

Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

2023/24				
Grant	Budget	Expenditure	Expenditure %	
MIG	18 249 000,00	18 249 000,00	100%	
INEP	24 488 000,00	24 488 000,00	100%	
BALELE GRANT	3 000 000,00	1 164 865,00	39%	
Disaster Grant	18 523 000,00	959 658,00	5%	
EEDSM	-			
Total	64 260 000,00	44 861 523,00		
Disaste Grant was received towards the end of the financial year and roll over application of R 17 063 342 was approved				
2024/25				
Grant	Budget	Expenditure	Expenditure %	
MIG	10 160 000,00	10 160 000,00	100%	
INEP	15 518 000,00	15 518 000,00	100%	
BALELE GRANT	-	-	100%	
Disaster Grant	6 181 000,00	6 181 000,00	100%	
EEDSM	-			
Total	31 859 000,00	31 859 000,00		
2025/26				
Grant	Budget	Expenditure	Expenditure %	
MIG	10 464 000,00	10 464 000,00	100%	
INEP	8 284 000,00	8 284 000,00	100%	
BALELE GRANT	-	-	100%	
Disaster Grant	6 180 000,00	6 180 000,00	100%	
EEDSM	-			
Total	24 928 000,00	24 928 000,00		

All grants amounts are gazetted on Division of Revenue Act (DORA) and procurement plans for capital projects has already been submitted to Treasury

Medium Term Expenditure Framework

2026/27 CAPITAL EXPENDITURE	

R 15 867 000.00	

3 YEAR CAPITAL PLAN

2026/2027	MIG	R12 867 000	
	Rural electrification	R 00 000 000	.
	Abattoir	R 03 000 000	
	Other Capital Expenditure	R 1 103 000	eMadlangeni Movable Assets
2027/2028	MIG	R 11 193 000	
	Rural electrification	R 00 000 000	
	Abattoir	R 04 000 000	
	Other Capital Expenditure	R 11 193 000	eMadlangeni Movable Assets
2028/2029	MIG	R 11 402 000	
	Abattoir	R 05 000 000	
	Other Capital Expenditure	R 01 175 859	eMadlangeni Movable Assets

C.7.1.2 MIG and ENEP FUNDING

NO.	FUNDING	AMOUNT	PROJECT
1	MIG	R 11 402 000	Council to draw up priority list for 2026/27
2	INEP	R 0	

C.7.1.3 Municipal Standard Chart of Accounts

The Minister of Finance promulgated Government Gazette No. 37577, Municipal Regulations on Standard Chart of Accounts (mSCOA), on 22 April 2014. In accordance with the Regulations, all municipalities and related municipal entities are required to be mSCOA compliant on 01 July 2017 and eMadlangeni Local Municipality is complying with the regulation.

C.7.1.4 Budget Assumptions

eMadlangeni Local Municipality exists within a global financial environment where changes in the global market have an impact on the national to the local government sphere. The depreciation in the rand, increase in electricity bulk purchases and rising unemployment have affected the municipality's residents and the 2026/27 budget. The assumptions and percentage increases in 2026/27 are indicated in the table below.

TABLE 29: BUDGET INCREASES AND ASSUMPTIONS

Item Description	2026/2027	2027/2028	2028//2029
Assessment Rates	3.7%	3.3 %	3.2%
Electricity tariffs	13.02%	3.3 %	3.2%
Refuse tariffs	3.7%	3.3 %	3.2%
Salaries and allowances	4.75%	3.3 %	3.2%
Councillors Remuneration	3.7%	3.3 %	3.2%
Electricity Bulk Purchases	9.01 %	3.3 %	3.2%
General Expenses	3.7%	3.3 %	3.2%

A. Source: eMadlangeni municipality Medium-Term Budget (2026/27-2028/29)

TABLE 30: COLLECTION RATES ASSUMPTIONS

ITEM	ASSUMPTION
Property rates	80%
Electricity rates	85%
Refuse rates	85%

Source: eMadlangeni municipality Medium-Term Budget (2024/25-2026/27)

Tariff Increases

	2026/27
Rates	3.7%
Electricity	13.02%
Refuse removal services	3.7%

Source: eMadlangeni Local Municipality Medium-Term Budget (2024/25-2026/27)

C.7.2 REPAIRS AND MAINTENANCE

Assets and Infrastructure MAINTENANCE

Asset Management

The table below provides an overview of municipal capital allocations to building new assets and renewal of existing assets, as well as spending on repairs and maintenance by asset class. National Treasury has recommended that municipalities should allocate at least 40% per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. The municipality is still experiencing challenges in complying with the set threshold due to limited resources

Choose name from list - Table A9 Asset Management

Choose name from list - Table A3 Asset Management

Description	Ref	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	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousand										
ASSET REGISTER SUMMARY - PPE (WDV)	5	144 242	148 275	177 659	143 543	169 356	169 356	166 016	(6 919)	(7 061)
Roads Infrastructure		92 534	100 578	119 059	107 677	115 464	115 464	115 331	(3 851)	(3 974)
Storm water Infrastructure		(889)	(1 016)	(1 432)	(97)	(1 529)	(1 529)	(1 532)	(104)	(107)
Electrical Infrastructure		(262)	(429)	(58)	3 417	3 360	3 360	(121)	(65)	(67)
Water Supply Infrastructure		478	478	478	-	478	478	478	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		(15 296)	(17 653)	(17 517)	(392)	(17 909)	(17 909)	(17 924)	(420)	(433)
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		45	45	124	-	124	124	124	-	-
Infrastructure		76 610	82 004	100 654	110 606	99 988	99 988	96 356	(4 440)	(4 582)
Community Assets		13 417	19 452	16 752	(653)	16 099	16 099	16 074	(700)	(700)
Heritage Assets		1 191	1 191	1 191	1 191	1 191	1 191	1 191	-	-
Investment properties		39 099	32 867	38 197	32 640	31 936	31 936	31 927	(243)	(243)
Other Assets		5 155	4 179	11 838	(264)	11 574	11 574	11 564	(283)	(283)
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Intangible Assets		54	3	(0)	1	(3)	(3)	(3)	(3)	(3)
Computer Equipment		462	222	775	(156)	434	434	622	(309)	(309)
Furniture and Office Equipment		1 744	2 002	1 645	(209)	1 435	1 435	1 628	(250)	(250)
Machinery and Equipment		1 948	2 090	2 065	208	2 543	2 543	2 511	(280)	(280)
Transport Assets		1 765	1 383	1 731	182	1 348	1 348	1 334	(410)	(410)
Land		2 796	2 881	2 812	-	2 812	2 812	2 812	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	144 242	148 275	177 659	143 543	169 356	169 356	166 016	(6 919)	(7 061)

The asset register has been updated with all movable and immovable assets, including investment property, and is in compliance with all applicable standards of GRAP. The verification, conditional assessment, and revaluation of infrastructure assets have been done and updated in the asset register in compliance with Grap 17. No impairment reports have been made to date. Movable assets are

verified on an annual basis. The asset register is updated, on a monthly basis, with asset acquisitions (movable and immovable), disposals, and movements.

Consolidated Asset as per Audited Financial Statement of Various Years

As per Audited Financial Statements at 30 June 2025, eMadlangeni Local Municipality had assets to the tune of R177 million, made up of Investment property, Property plant and equipment, Intangible assets, Heritage assets, Receivables from exchange transactions, Receivables from non-exchange transactions, VAT receivable, Consumer debtors, Financial asset and cash and equivalents. It should be noted that property plant and equipment amount to a meagre R138 million, an indication that there is still a huge backlog on road and electricity infrastructure.

Repairs and maintenance of assets

The repairs and maintenance as a percentage of carrying value of property plant and equipment is far from the benchmark of 8%. The average over the past 3 years is 3%. The forecast for the next three years is less than 4%. The ratio has deteriorated over the years as depicted in the table above. It is of paramount importance that the municipality channel resources to repairs and maintenance in order to preserve and enhance the useful lives of the assets. However, the municipality has been unable to budget the norm of 8% due to the small budget and limited revenue resources. It should also be noted that the municipality infrastructure is archaic. Therefore, spending huge resources on the aging infrastructure may not be wise. The municipality is exploring all avenues to source funding for replacing of the aging electricity and road infrastructure which is in dire straits.

In light of the above it should be acknowledged that it will take considerable time to meet the desirable 8% benchmark on repairs and maintenance of municipal assets due to the financial constraints facing the municipality. In order to improve the current ratio to the periphery and eventually within the expected norm, the municipality is looking at implementing the revenue enhancement strategy which will allow the municipality to budget adequately for repairs and maintenance as the cash flow improves accordingly.

Assets

	Note(s)	2025	2024 Restated*

Current Assets			
Other financial assets		-	-
Receivables from exchange transactions	9 & 11	R 20 219 558	R 22 578 509
Receivables from non-exchange transactions	10 & 11	R 32 065 408	R 26 390 744
VAT receivable		-	-
Prepayments	12	R 174 840	R 148 654
Cash and cash equivalents	13	R 3 568 075	R 17 013 333
		R 56 027 881	R 66 131 240
Non-Current Assets			
Biological assets that form part of an agricultural activity		-	-
Investment property	5	R 38 197 041	R 38 614 685
Property, plant and equipment	6	R 138 241 334	R 108 465 801
Intangible assets	7	-	-
Heritage assets	8	R 1 190 581	R 1 190 581
		<u>R 177 628 956</u>	<u>R 148 274 507</u>
Total Assets		<u>R 233 656 837</u>	<u>R214 405 747</u>

C.7.3 SUPPLY CHAIN EVALUATION

The municipal council reviewed and adopted Supply Chain Management Policy on the 30 April 2024, refer to **ANNEXURE J1**, to adhere to PPPFA of 2022 and ensure that people living with disabilities are fully accommodated in tender biddings. Due to the size and the budget of the municipality, BTO appointed the SCM Manager, SCM Officer and SCM clerk in 2021/2022; 2022/2023 and 2024/2025 respectively. SCM has a procumbent plan in place for 2025/26 financial year. Poor planning by departments creates challenges for the SCM unit in complying with the legislation.

The municipal manager appoints members of the bid committees. The sitting of committees is determined by the procurement plan and as per request from the user departments, since the municipality does not have so many tenders. Emadlangeni Local Municipality has functioning Bid committees in place established in line with regulations 26-29 of the Municipal Finance

Management Act No.56 of 2003's Supply Chain Management regulations. The committee system for competitive bids is made up of the following:

BID COMMITTEE	LEGISLATIVE REFERENCE	COMPOSITION
Bid specifications committee(BSC)	The Accounting Officer appoints officials to serve on the Bid Specification Committee in terms of Section 27 (3) (a) of the Supply Chain Management Policy which reads as follows: “(3) (a) the bid specification committee must be composed of at least one or more officials of the municipality or municipal entity, preferably the manager responsible for the function involved, and may, when appropriate, include internal or external specialist advisors”	B. Simelane (Chairperson) S. Simelane (Deputy Chairperson) M. Zondo (Member) N. Sibisi (Member) L. Shumba (Member) V. Zulu
Bid evaluation committee (BEC)	The Accounting Officer appoints officials to serve on the Bid Evaluation Committee in terms of Section 28 (2) (a), (b) and (c) of the Supply Chain Management Policy which reads as follows: “(2) The bid evaluation committee must be appointed and composed as follows: (a) officials from departments requiring the goods or services. (b) (b) at least one supply chain management practitioner of the municipality or municipal entity and (c) (c) the accounting officer must appoint the members of the committee in terms of clause 26(b) of this policy and the chairperson of the bid specification committee. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting.	B. Khumalo (Chairperson) N. Nxumalo (Deputy Chairperson) S. Mpanza (Member) M. Jele (Member) Z. Radebe (Member)
Bid Adjudication (BAC)		S.C. Mkhize (Chairperson) S. Nkwanyana (Member) N. Zungu (Member) N. Madondo (Member) P. Mguni (Member)

		T.L. Shandu (Member)

C.7.3.1 PREFERENTIAL PROCUREMENT REGULATIONS

The Minister Finance has, in terms of section 5, read with section 2(1)(b)(i) and (ii) and 2(1)(c), of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000), and with effect from 16 January 2023 made the regulations set out in the Schedule. The Preferential Procurement Regulations 2017 was replaced with the Preferential Procurement Regulations 2022 and the SCM was amended and approved by Council.

C.7.3.2 SCM CHALLENGES

SCM is currently experiencing a shortage of staff especially for the contract management. Currently the position for the contact management officer position is vacant and the work is currently being done by the SCM Manger which results to work overload.

Implementation of the contract

- Not all contract related documents are filed manually because of work overload and vacant position of contact management officer. There also delays in capturing contracts in the contract register monthly because of expenditure unit not capturing information on the system on time and not scanning the payment vouchers on time.
- Receipt of invoices by supply chain before physical goods have been received.
- Poor planning including insufficient budget / funding which results to delays in requisition
- Non adherence to 30 days' payment terms
- Commencement of work by the supplier before SLA is exchanged or letter of acceptance issued.
- User department signing invoices without thoroughly checking the invoice for any discrepancies.

C.7.4 INDIGENT MANAGEMENT

SOCIAL AND ECONOMIC REDRESS VIA INDIGENT SUPPORT

Cost of free basic services to eMadlangeni Local Municipality

The municipality reviewed and adopted Indigent Policy on the 25th of MARCH 2026, See attached **ANNEXURE J2**. The Municipal indigent register was approved by council with the total of 197 beneficiaries, however the indigent register is still under verification process. The indigent register will be implemented on the 1st of July 2026.

Choose name from list - Table A10 Basic service delivery measurement

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)	2	-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)	4	-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)	3	-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)	4	-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
<i>Informal Settlements</i>		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)										
Total cost of FBS provided	8	-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		(2 051)	(2 134)	(2 224)	(11 063)	(11 063)	(11 063)	(5 297)	(5 540)	(5 795)
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	(116)	(101)	(101)	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	6	(2 051)	(2 134)	(2 224)	(11 180)	(11 165)	(11 165)	(5 297)	(5 540)	(5 795)

The indigent policy articulates the criteria and steps to be followed in order to qualify for indigent subsidies. The Auditor General does help the municipality with due diligence. The Accounting Officer is responsible for the implementation and administration of the Indigent policy and is assisted by the Chief Financial Officer for the department of Budgetary and Treasury Office.

Indigent register over 3 years		
Financial Year	Approved Indigents	% (Increase) / decrease
2023/24	154	(14%)
2024/25	114	(26%)
2025/26	197	(58%)

See attached **ANNEXURE J3** Indigent Register

C.7.5 REVENUE MANAGEMENT

C.7.5.1 Revenue Enhancement and Protection Strategies

The municipality has identified a number of areas from which it can enhance its revenue, therefore the municipality reviewed and adopted Revenue Enhancement Strategy on the 25th of March 2026 to assist in improving, protecting and increasing revenue streams, see attached **ANNEXURE J**.

The following are the areas identified for improvement;

- Property rates and penalties
- Service charges-electricity revenue
- Identification of new sources of revenue
- Rental of Hawkers sites and SMME units
- Fines for illegal trading
- Licences and permits
- Grant income-operating and capital
- Service Charges-Refuse revenue
- Game and Recreation park tariffs revenue
- Incentivising payment of long outstanding debt

C.7.5.2 Municipal Consumer Debt Position

EMadlangeni Local Municipality's majority of debtors fall within the outstanding debt over 180 days is impaired in terms of GRAP accounting standard 104. The impairment account stood at R21 196 569,

which is 22% of the debtor's book. The collection rate is low due to lack of economic and employment opportunities in the municipality's jurisdiction, hence the municipality is characterised by high indigents. The municipality has a challenge collecting property tax on agricultural properties who argue that they do not receive any services from the municipality. Concerted efforts are being enforced to ensure recovery thereof and implementation of the Municipality debt and credit control policy. Cogta municipal finance and Provincial treasury have also been romped in to assist in this regard. Debt is written off only for indigent households on the approved indigent register on implementation of the reviewed indigent register annually.

C.7.5.3 Grants & Subsidies

The municipality's revenue is 48% government grants and 52% internally generated.

Revenue through grants and subsidies

The following table summarizes the unspent conditional grants for the municipality and the grants for the current and two out-lying financial years. Kindly note that some grants straddle multiple financial years, owing to the fact that municipal and provincial financial years differ. These figures also indicate 'in kind' allocations, where the grantor pays service providers directly.

List of Grants and Transfers Table

Choose name from list - Supporting Table SA18 Transfers and grant receipts

Description	Ref	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	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
RECEIPTS	1,2									
Operating										
National Government										
Monetary Allocations										
Local Government Equitable Share	--	36 076	38 009	39 936	39 891	39 891	39 891	39 220	39 014	41 759
EPWP Incentive	--	--	--	(1 331)	1 341	1 341	1 341	1 371	--	--
Finance Management	--	--	3 000	6 000	3 000	3 000	3 000	3 000	3 100	3 100
KwaZulu-Natal_Capacity Building and Other_Specify (Add grant description)_Receipts	--	814	10 202	(4 892)	2 270	2 270	2 270	2 409	2 359	2 359
KwaZulu-Natal_Infrastructure_Specify (Add grant description)_Receipts	--	35 258	30 155	--	--	--	--	--	--	--
Total Monetary Allocations		72 148	81 426	39 713	46 502	46 502	46 502	46 000	44 473	47 218
Total Operating/National Government		72 148	81 426	39 713	46 502	46 502	46 502	46 000	44 473	47 218
Municipal Infrastructure Grant (MIG)	--	--	17 028 000	10 160 000	10 464 000	10 464 000	10 464 000	12 867 000	11 193 000	11 402 000
Energy Efficiency and Demand Side Management Grant	--	--	--	--	4 000 000	4 000 000	4 000 000	--	--	--
Integrated National Electrification Programme Grant	--	--	30 834 000	23 849 000	8 284 000	8 284 000	8 284 000	--	--	--
Municipal Disaster Recovery Grant	--	--	18 523 000	6 180 000	6 181 000	6 181 000	6 181 000	--	--	--
KwaZulu-Natal_Capacity Building and Other_Capacity Building and Other_RECEIPTS	--	--	--	--	--	5 000	5 000	3 000	4 000	5 000
Total Operating/Provincial Government		--	--	--	--	5 000	5 000	3 000	4 000	5 000

The municipality is highly dependent on government grants to fund expenditure. Currently government grants account for approximately 40% of total revenue. Detailed information is on the financial plan section.

C.7.5.4 Employee Related Costs

Employee related costs in 2026/2027 is budgeted at R61 million and that is 43% of the total operational expenditure. The increase is due to filling of vacant posts as well as annual increase. The municipality is still having a challenge of filling in the critical positions which could cause the employee cost to increase, which has already exceeded the benchmark of 31% to 40%.

EMPLOYEE- RELATED COSTS TO TOTAL EXPENDITURE (INCLUDING COUNCILLOR ALLOWANCES)

The following table summarises the employee-related costs for the Municipality in terms of actual and budgeted expenditure.

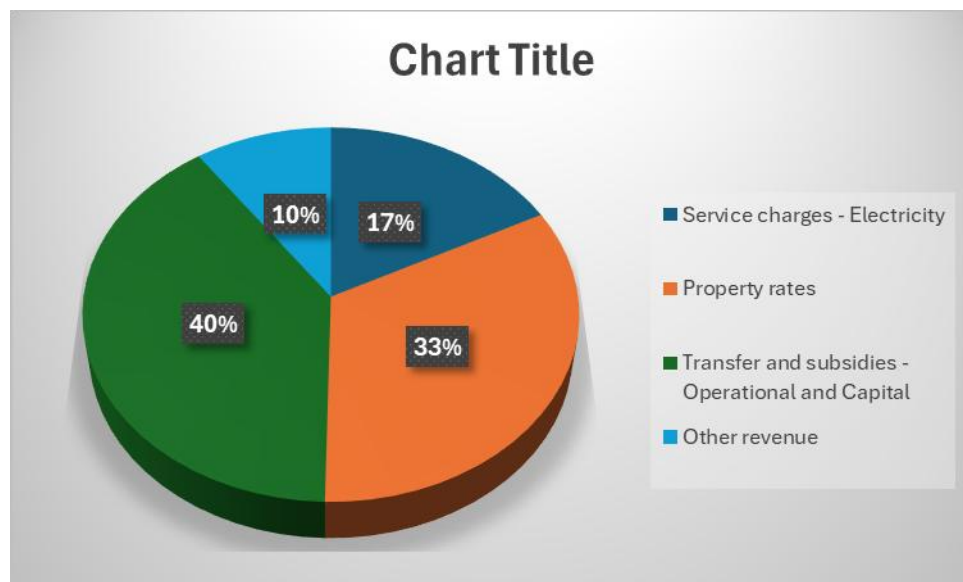
Employee (excluding Councillors allowances) per financial years

Expenditure											
Employee related costs	2	46 132	51 116	52 802	58 249	57 969	57 969	39 259	61 046	63 061	65 079
Remuneration of councillors	2	4 928	4 647	4 794	4 817	4 817	4 817	3 150	4 995	5 160	5 325
Bulk purchases - electricity	2	15 896	19 298	24 126	25 907	25 907	25 907	15 399	27 201	28 615	29 531
Inventory consumed	2,8	4 218	3 318	3 944	4 802	4 386	4 386	15	4 679	4 832	4 987
Debt impairment	2,3	6 489	480	349	4 574	4 574	4 574	-	4 744	4 900	5 057
Depreciation, amortisation and impairment	2	11 628	18 618	8 818	9 233	6 459	6 459	4 852	6 698	6 919	7 140
Interest, Dividends and Rent on Land	2	1 967	307	1 166	-	1 000	1 000	1 006	1 037	1 071	1 106
Contracted services	2	26 679	44 477	41 341	16 246	15 022	15 022	10 147	13 755	13 837	14 152
Transfers and subsidies	2	-	-	-	-	-	-	-	-	-	-
Irrecoverable debts written off	2	-	1 899	3 304	182	182	182	-	-	-	-
Operational costs	2	4 526	23 545	29 640	12 162	12 986	12 986	10 002	13 682	14 133	14 586
Disposal of Fixed and Intangible Assets	2	-	-	-	-	-	-	-	-	-	-
Other Losses	2	583	303	1 763	-	-	-	0	-	-	-
Total Expenditure		123 047	168 008	172 048	136 172	133 303	133 303	83 831	137 837	142 529	146 962

REVENUE

Revenue by Source

Exchange Revenue											
Service charges - Electricity	2	14 139	15 289	19 519	20 941	21 285	21 285	13 347	24 094	24 889	25 686
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	1 917	2 005	2 005	2 656	2 763	2 763	1 863	2 866	2 960	3 055
Sale of Goods and Rendering of Services	2	353	322	483	441	745	745	377	773	796	824
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	-	1 919	2 324	2 165	2 165	2 165	797	2 245	2 320	2 394
Interest earned from Current and Non Current Assets	2	557	1 454	1 112	1 703	513	513	358	532	550	567
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	1 407	1 535	1 411	1 515	1 517	1 517	1 041	1 573	3 425	3 534
Licence and permits	2	1 791	2 307	2 510	2 377	2 012	2 012	1 204	2 087	2 155	2 224
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	6	620	724	147	15	15	3	16	16	17
Non-Exchange Revenue											
Property rates	2	25 471	37 400	43 790	51 816	48 388	48 388	28 553	51 179	52 867	54 559
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	689	1 004	1 102	834	897	897	530	930	961	992
Licences or permits	2	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	2	43 866	45 307	53 731	46 502	46 502	46 502	34 426	46 000	44 473	47 218
Interest	2	1 788	4 374	7 280	6 806	6 806	6 806	5 480	7 058	7 291	7 525
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	-	-	-	-	-	-	-	-	-	-
Other Gains	2	-	-	17	-	-	-	-	-	-	-
Discontinued Operations	2	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		91 982	113 536	136 007	137 903	133 609	133 609	87 978	139 352	142 706	148 594



The total revenue for the budget year 2024/25 is R161 335 070.00 and is composed the following:

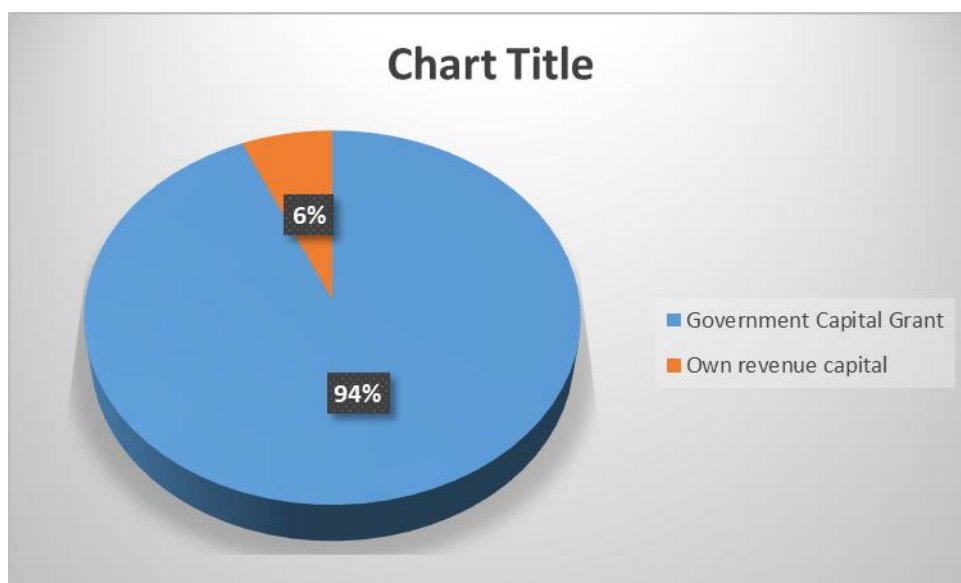
Grants:	R 61 867 0000 (40%)
Property rates:	R 51 173 537 (33%)
Service charges:	R 26 959 983 (17%)
Other revenue:	R 15 198 185 (10%)

C.7.6.1 Government Grants

TABLE 1: GOVERNMENT GRANTS

NO.	NAME OF GRANT	2025/2026 ALLOCATION
1	Equitable Share	R 39 220 000
2	Municipal Infrastructure Grant(MIG)	R 12 867 000
3	Finance Management Grant(FMG)	R 3 000 000
4	Library Grant	R 2 409000
5	Integrated National Electrification Programme (INEP)	R 0
6	EPWP	R 1 371 000
7	Abattoir Grant	R 3 000 000

C.7.6.2 Capital Funding by Source



The total capital funding for the financial year 2026/27 is **R 16 970 000**

The municipality's capital funding is composed of the following:

Government Grants: R 15 867 000

Internally generated funds: R 1 103 000

C.7.6 DEBT CATEGORY

Age debtors per category

	2023	2024	2025
Organs of State	26 538 626,00	23 476 741,77	26 442 846,43
Commercial	3 761 717,00	3 392 786,74	4 540 163,08
Households	15 883 775,00	17 855 219,48	19 633 458,75
Other	2 300 364,00	28 956 865,47	40 743 076,49
Total	69 184 486,00	73 681 613,46	91 359 544,76

Collection rate

2022-23 73%

2023-24 67%

2024-25 69%

Write-off amount

2022-23 R 2 011 469

2022-24 R 1 898 658

2024-25 R 3 303 919

Bad debts provision

2022-23 R 11 690 816

2023-24 R 15 248 709

2024-25 R 21 196 569

Plan to improve debt collection

Municipality has revived the Debt Collection Steering Committee War Room that seat every week to discuss challenges and solution to improve collection rate as well as customer care. This is the implementation of Revenue Enhancement Strategy.

We also have debt inception that is assisting in improving debt collection.

Challenges in data cleansing write-off and impairment

Old debts that are before 2017 opening balances that cannot be traced.

Some deposits do not have correct reference and cannot be allocated.

Deposit that do not have correct reference and cannot be allocated

C.7.7 FINANCIAL RATIO'S

In accordance with the SA Standards of GRAP and the requirements of the Municipal Financial Management Act, Act No.56 of 2003 (MFMA) and the Division of Revenue Act, Act No.1 of 2015 (DoRA). Moreover, the table below shows the outcomes of the Auditor General Report. Refer to **ANNEXURE B**.

Financial Ratios

Cost coverage ratio	0 Months
Current Ratio (Current assets to current liabilities);	0.79
Capital expenditure to total expenditure;	9%
Debt to revenue;	0%
Collection rate;	91%
Remuneration (Employee and Councilors) to total expenditure;	42%
Distribution losses: Electricity/ Water;	39%
Creditors days;	55 Days
Budget funding status;	Unfunded
Conditional grants cash backed;	Cashed back
Grant dependency;	45%
Loans.	0%

TABLE 32: SUMMARY OF AUDIT OUTCOMES

SELECTED OBJECTIVES	USEFULNESS	RELIABILITY
Objective one: Infrastructure and services	unqualified	unqualified

C.7.7.1 loans/borrowings and grand dependency

EMadlangeni municipality is lowly geared, that is the percentage of debt relative to the capital structure is insignificant. The municipality has no loan. The DBSA loan was obtained in 2004 to fund the construction of the new municipal buildings and it was expected to be repaid in 2024. The term loan was 20 years, however the Municipality has been able to settle the loan in October 2022. It was settled before it's term as we were just serving the interest.

C.7.8 AUDITOR-GENERAL OPINION

The eMadlangeni Local Municipality has received an Unqualified Audit Opinion with Matters for the 2025- 2026 financial year.

The Municipality has resolved to work hard to maintain the current opinion while taking all necessary steps towards achieving clean Audit Outcome in the future.

A credible audit action plan has been developed to respond to all matters as raised by the Auditor General.

Outline of Municipal Audit Outcomes

2023/24	2024/25	2025/26
Unqualified with Matters	Unqualified with Matters	Unqualified with Matters

C.7.9 FINANCIAL VIABILITY SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Indigent policy Revenue enhancement strategy Debt Collection and Credit Control Policy Property Rates policy Municipal By-laws	Heavy reliance on national and provincial government grants Revenue generation Debt Collection
OPPORTUNITIES	THREATS
Debt collection strategies Austerity measures	Loss of revenue as a result of unpaid tariffs Limited funding

C.7.10 PROJECTS PRIORITIZED AS PER BUDGET

The municipality has paid more attention to new infrastructure projects, to address backlogs than renewal of existing assets.

Municipal Projects (MIG)

Funded Projects 2026-27 Road Projects (MIG)

Funded project for 2024-25 road project (MIG)		
PROJECT NAME	WARD NUMBER	ACTUAL BUDGET
Mpongoza Bridge	02	R8 193 000.00
Nkululekweni Gravel Access Road	03	R2 345 000.00
White city sportfield	02	R2 329 000.00

Funded Projects 2025-26 Road Projects (MIG)

Funded project for 2025-26 road project (MIG)		
PROJECT NAME	WARD NUMBER	ACTUAL BUDGET
Luthilunye Gravel Access Road	01	R 6 430 000
KwaMgadlela Gravel Access Road	04	R 4 034 000

Integrated National Electrification Programme Projects (INEP)

INEP PROJECT FOR 2024/25FY POSSIBLE ROLLOVER TO FOR 2025/26FY					
No	Project Name	Ward	Connections	Budget	Reasons for Rollover/Progress Update
1	Dorothea	1	155	R6 000 000.00	- The total project cost is R16 863 682.84, while the funding received was R6 000 000.00. - There is a shortfall of R10 863 682.84 and the application to request additional funding has been send to DMRE. - The project is practical complete with an outstanding balance R3 370 682,84 which will be funded from 2025/26 fy allocation.
2	Blue Mountain Phase 2	4	56	R10 867 000.00	- Construction work is completed and 54 connections energized. - The four outstanding connections are waiting for South African Heritage Resources Agency's (SAHRA) approval of the DESD application, then request outages at Eskom.

INEP PROJECT FOR 2024/25 FY POSSIBLE ROLLOVER TO FOR 2025/26FY					
No	Project Name	Ward	Connections	Budget	Progress Updates
1	Luthilunye Phase 2	4	44	R7 493 000.00	- Project funds were redirected to Dorothea project as it was having a shortfall of R10 863 682.84. - The change control application was sent to DMRE.

2	Blue Mountain Phase 3	5	23 + 17= 40	R8 025 000.00 + R7 000 000.00 = R15 025 000.00	- Project in progress with 19 connections energized. - Additional funding received from DMRE and extension of scope of work for 17 new connections is underway.

					The four connections are waiting for South African Heritage Resources Agency's (SAHRA) approval of the DESD application, then request outages at Eskom.
TOTAL				R22 518 000.00	

C.8 KEY CHALLENGES

- Loss of revenue as a result of unpaid tariffs
- Limited funding
- Heavy reliance on national and provincial government grants
- Revenue generation
- Debt Collection
- Aging infrastructure (Roads and Electricity)

D. MUNICIPAL DEVELOPMENT STRATEGY

D.1.1 MUNICIPAL VISION, GOALS AND OBJECTIVES

VISION

By 2036 Emadlangeni Municipality:

will be a self-sustaining exemplary local municipality with a diverse thriving economy where all citizens enjoy a high quality of life within a sustainable and resilient environment.

MISSION STATEMENT

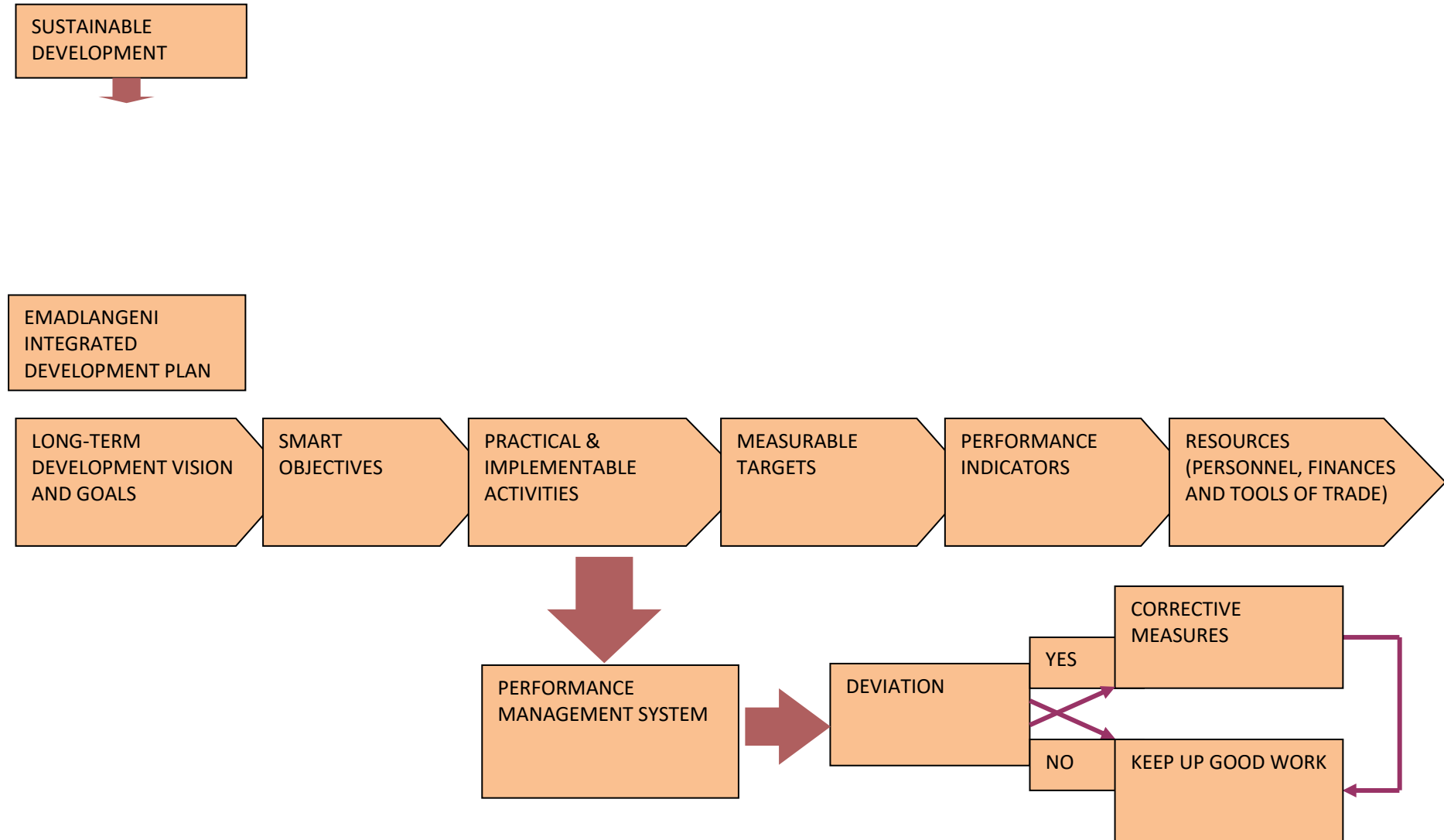
IN PURSUIT OF ITS DEVELOPMENT VISION, EMADLANGENI MUNICIPALITY PLEDGES TO ITS COMMUNITIES AND STAKEHOLDERS TO:

- Be the embodiment of good governance;
- Deliver services in an efficient and effective manner;
- Promote and facilitate sustainable socio-economic development;
- To create mutual trust and understanding between the municipality and the community.
- Promote tourism, agriculture and mining, and facilitate development of urban hubs in support of these economic sectors and delivery of services.
- To apply good and transparent corporate governance in order to promote community prosperity.

THE MUNICIPALITY WILL INCULCATE, AMONG ITS EMPLOYEES, MANAGEMENT AND LEADERSHIP THE FOLLOWING CORE VALUES:

- Accountability
- Transparency and openness
- Responsiveness
- Ethical leadership
- Integrity
- Courtesy
- Honesty and pride
- Excellency
- Efficiency and effectiveness
- Professionalism
- Diligence

D.1.2 STRATEGY MAP AND STRATEGIC FIT



D.1.3 PRIORITY ISSUES AND STRATEGIC DEVELOPMENT GOALS

THE MUNICIPALITY WILL FOCUS ON THE FOLLOWING KEY ISSUES OVER THE NEXT FIVE YEARS:

- Debt collection and revenue generation.
- Access roads.
- Electrification
- Non-grid for commercial farms.
- Grid for settlements and town.
- Water:
- Boreholes and windmills (priority areas are wards 1, 4 and parts of wards 3, 5 and 6.
- Dams for livestock
- Upgrading of ageing infrastructure in Utrecht.
- Fencing of camps.
- Provision of sports facilities.
- Development of sustainable human settlements.
- Fencing of cemeteries
- Finalisation of labour tenants applications and land restitution claims.
- Support to emerging farmers and recapitalisation of land under communal property institutions (CPI's).
- Tourism, agriculture and mining

PURSUIT OF THE DEVELOPMENT VISION WILL LEAD TO THE REALISATION OF THE FOLLOWING DESIRED FUTURE SITUATION:

- Sustainable economy based on agriculture, tourism and mining.
- Universal and equitable access to basic services
- Equitable access to social and public facilities
- Prime tourist destination
- Food and social security
- Resilient, compact and safe living environments
- Capable and financially viable municipality
- Informed and engaging community (education)

VISION STATEMENT:

BY 2036 EMADLANGENI MUNICIPALITY:

will be a self-sustaining exemplary local municipality with a diverse thriving economy where all citizens enjoy a high quality of life within a sustainable and resilient environment.



STRATEGIC DEVELOPMENT GOALS:

- 1) Creating a conducive environment for inclusive and diverse economic development and growth.
- 2) Developing a financially viable and sustainable institution.
- 3) Ensuring universal access to reliable basic services and physical infrastructure.
- 4) Promoting a peaceful, tolerant and inclusive society.
- 5) Enhancing and protecting the quality of the natural environment, and preserving the biodiversity integrity.
- 6) Ensuring good and sound governance.
- 7) Facilitating spatial integration and development of sustainable human settlements.

D.1.4 STRATEGIC FRAMEWORK

D.1.4.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
1) Facilitating universal access to reliable basic services and physical infrastructure.	1.1 Improved access to all basic services – Ensuring provision of basic services in a sustainable manner	1.1.1 Facilitate access to electricity for all targeted households	1.1.1.1. Number of households connected to rural electricity
			1.1.1.2 Number or percentage of bulk electricity provided.
		1.1.2 Facilitate access to electricity for all targeted households	1.1.2.1 Number of households provided with alternative energy
			1.1.2.4 Number of indigent households provided with Free Basis Electricity
		1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.1 Ensure the existence of a road infrastructure provision framework
			1.1.3.2 Percentage of kilometres of new roads constructed
			1.1.3.3 Percentage of kilometres of roads maintained
			1.1.3.4 Number of road designs drawn and approved
		1.1.4 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.4.1 Number of approved updated Housing Sector Plan
			1.1.4.2 Number of adopted Spatial Development Framework
		1.1.4 Facilitate the reduction of the housing backlog	1.1.4.3 Number of houses constructed
		1.1.5 Facilitate the reduction of the housing backlog	1.1.5.1 Collect waste from all targeted households
			1.1.5.2 Manage waste efficiently
1.(I) Creating job opportunities for all		1.1.6 Provide efficient waste collection and management service to all targeted household	1.1.6.1 Number of households and businesses
			1.1.6.2 Number of Integrated Waste Management Plan adopted
			1.1.6.3 Number of environmental impact assessment in Groenvlei
			1.1.6.4 Number of ERF 750 Cemetery Hydrological study conducted
	1.2 Create employment opportunities for all	1.2.1 Implement the EPWP programme	1.2.1.1 Number of EPWP jobs created

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
	skilled and employable people of eMadlangeni	1.2.2 Strategically plan for the local economic development	1.2.2.1 Number of reviewed LED strategy adopted
		1.2.3 facilitate the implementation of the CWP	1.2.3.1 Number of quarterly CWP reports submitted to council.
			1.2.3.2 Number of business license applications conducted
			1.2.3.3 Number of informal trading permit applications conducted
		1.2.4 Facilitate SMME development	1.2.4.1 Number of the existing SMME development framework.
		1.2.5 Coordinate the fight against poverty	1.2.5.1 Number of people assisted as per poverty alleviation plan
		1.2.5 Unlock the agricultural potential	1.2.5.1 Number of small farmers assisted as per the plan
			1.5.1.2 Number of lightning conductors installed
			1.5.1.3 Number of times the summer season contingency plan reviewed and updated
			1.5.1.4 Number of times the winter season contingency plan reviewed and updated
			1.5.1.5 Number of Disaster Management trainings & awareness campaigns conducted
			1.5.1.6 Number of incidents responded to and relief material issued
			1.5.1.7 Number of fire Hose reels for municipal buildings
		1.2.6 Ensure Disaster Management Sector Plan is well implemented	1.6.1.1 Review & Update Disaster Management Sector Plan
			1.6.1.2 Monitor construction of Disaster Management Centre
		1.2.7 Promote the mining activities	1.2.7.1 Percentage/number of quarterly mining applications reports submitted to council.
		1.2.8 Promote eMadlangeni to be a tourist destination.	1.2.8.1 Number of reviewed and adopted tourism sector plan

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
Promoting spatial and environmental management (Cross-cutting Measures)	1.3 Realize a complete environmental protection	1.3.1 Improve community awareness on environmental protection	1.3.1.1 Design and implement the community awareness programme on environmental protection
		1.3.2 Ensure the existence of a municipal spatial development framework	1.3.2.1 Number of reviewed 2025/26 SDF
	1.4 Ensure an integrated and aligned planning system	1.4.1 Ensure the existence of a municipal land use guideline	1.4.1.1 Review and implement Town Planning Scheme
			1.4.1.2 Implementation of SPLUMA

D.1.4.2 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
2. Provision of effective and efficient leadership	2.1 Ensure a sustainable working environment	2.1.1 Review and develop municipal policies	2.1.1.1 Number of adopted reviewed and new policies developed
		2.1.2 Ensure effective and efficient human resource management	2.1.2.1 Number of adopted reviewed Organogram
			2.1.2.2 Number of LLF meetings conducted
			2.1.2.3 Number of filled budgeted vacant posts
			2.1.2.4 Number of employment equity plan implemented
			2.1.2.5 Number of Labour relations matters reports submitted Corporate Services Standing Committee
			2.1.2.6 Number of reviewed Human Resources Plan
		2.1.3 Ensure effective and efficient human resource	2.1.3.1 Number of approved Workplace Skills Plan submitted to LG SETA

		development and improve the community skills base	2.1.3.2 Number of Officials & councillor's trained
			2.1.3.3 Number of employment equity report compiled
			2.1.3.4 Number of community members trained as per Workplace Skills Plan
			2.1.3.5 Number of skills development plan linked to WSP developed
			2.1.3.6 Number of youth members assisted as per youth development plan
		2.1.4 Improve on customer care	2.1.4.1 Percentage of records and attendance to customer complaints
			2.1.4.2 Percentage on the upgrade of IT
		2.1.5 Improve information technology and document management systems	2.1.5.1 Number of tools of trade procured for Councillor's
			2.1.5.2 Number of tools of trade procured for the administration staff
			2.1.5.3 Number of monthly reports on document management system maintained

D.1.4.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
	3.1 Ensure a financially viable and sustainable municipality	3.1.1 Improve the audit opinion	3.1.1.1 Number of audit action plan developed and adopted on Good Governance
			3.1.1.2 Number of municipal annual budget adopted
		3.1.2 Ensure the IDP aligned financial planning	3.1.2.1 Number of municipal annual budget adopted
			3.1.2.2 Number of municipal adjustment budget adopted
		3.1.3 Effectively and efficiently manage the expenditure of the municipality	3.1.3.1 Number of monthly investments reconciliation
			3.1.3.2 Number of monthly grant reconciliation
			3.1.3.3 Number of monthly creditors reconciliation
			3.1.3.4 Number of monthly reports on expenditure variance
			3.1.3.5 Percentage of supplies paid

		3.1.4 Manage and increase the municipal revenue base	3.1.4.1 Number of monthly valuation roll reconciliation
			3.1.4.2 Number of monthly debtors reconciliation
			3.1.4.3 Monthly percentage on rates collection
			3.1.4.4 Number of monthly cash book reconciliation
		3.1.5 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	3.1.5.1 Number of monthly and quarterly Supply Chain processes reports
			3.1.5.2 Number of adopted and updated SCM framework
			3.1.5.3 Number of contract register reviewed and updated
			3.1.5.4. Number of approved procurement plan
			3.1.5.5. Improve internal communication on budget matters
			3.1.5.6 Maintenance of fixed assets register
			3.1.5.7 Credit control and debt collection
			3.1.5.8 Compliant internal controls
			3.1.5.9 Compliant grand reporting
			3.1.5.10 Obtain targeted cash-backed statutory reserves
			3.1.5.11 Development and appropriate training and assistance to employees
			3.1.5.12 Identify and redress electricity tempering
			3.1.5.13 Demand and acquisition management
		3.1.6 Ensure a constant and accurate financial reporting.	3.1.5.14 Warehouse management
			3.1.5.15 Contract administration
			3.1.2.16 Compliant statutory reporting
			3.1.6.1 Number of monthly Section71 reports compiled
			3.1.6.2 Number of quarterly financial reports adopted by Council
			3.1.6.3 Number of annual financial reports
		3.1.7 Ensure the existence of updated finance management strategies	3.1.6.4 Number of VAT returns submitted to SARS
			3.1.6.5 Number of monthly assets reconciliation
			3.1.6.6 Number of monthly bank reconciliation
			3.1.7.1 Number of adopted reviewed fraud prevention plan

	3.2 Sound Financial and Supply Chain Management	3.2.1 Compliance with financial legislation and policies	3.2.1.1 Ensure GRAP compliance 3.2.1.2 M-SCOA Compliant (new reform) 3.2.1.3 Review off all budget related policies 3.2.1.4 Adherence to all MFMA and budget and reporting 3.2.1.5 Compliance with Supply Chain Management regulation and PPPFA

C.1.4.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION (PUTTING PEOPLE FIRST)

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
	4.1 Ensure a participative, transparent and accountable governance	4.1.1 Improve the public participation and communication processes	4.1.1.1 Number of public consultation (per ward) meetings conducted
			4.1.1.2 Number of Izimbizo meeting conducted
			4.1.1.3 Number of quarterly meetings reports per ward
			4.1.1.4 Ensure the functionality of the youth council.
			4.1.1.5 Number of the IDP RF functionality.
		4.1.2 Ensure the existence and functionality of the public participation structures	4.1.2.1 Number of radio slots conducted
			4.1.2.2 Number of newsletters published
			4.1.2.3 Number of marketing material procured (banners, calendars & diaries)
			4.1.2.4 Number of photography services conducted
			4.1.2.5 Number of communication material (camera, roving speaker, graphic designer& media jacket) allocated
		4.1.3 Improve workforce performance	4.1.3.1 Number of prepared, adopted and submitted IDP
			4.1.3.2 Number of prepared, adopted and submitted IDP& Budget Process Plan

			4.1.3.3 Number of Annual Performance Reports prepared and submitted to AG and relative authorities
			4.1.3.4 Number of reviewed and adopted performance management system
			4.1.3.5 Number of oversight reports prepared and submitted to MPAC
			4.1.3.6 Number of adopted quarterly Performance Reports by the Council
			4.1.3.7 Number of municipal performance targets set
			4.1.3.8 Number of departmental performance targets set
			4.1.3.9 Number of quarterly reports reviewed
			4.1.3.10 Number of underperformance areas accessed and addressed
		4.1.4 Ensure functional municipal structures	4.1.4.1 Number of legislated management council meetings seated
			4.1.4.2 Number of legislated council meetings seated
			4.1.4.3 Number of audit committee quarterly meetings
			4.1.4.4 Number of risk management meetings conducted
			4.1.4.5 Number of Annual Risk Assessment & Annual Fraud Risk Assessment conducted
			4.1.4.6 Number of internal audit report generated.
			4.1.4.7 Number of reviewed internal audit charter and be approved by audit committee
			4.1.4.8 Number of audit committee charter reviewed and approved by council

			4.1.4.9 Number of performance audit committee reports tabled to council
			4.1.4.10 Number of internal audit annual plan developed
			4.1.4.11 Number if action plan prepared on audit findings and submitted to municipal manager
			4.1.4.12 Number of quarterly update for risk register conducted

D.1.4.5 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT (SERVICE DELIVERY)

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
5. Promoting human development Facilitating access to health, safety and welfare facilities and services	5.1 Achieve a holistic human development and capacitation for the realization of skilled and employable workforce	5.1.1 Ensure the empowerment of youth, women and people living with disabilities	5.1.1.1 Number of tasks/ functionalities of forums for vulnerable groups implemented
			5.1.1.2 Number of special programmes coordinated to empower the vulnerable groups
			5.1.1.3 Number of functionality of gender and disability forums.
	5.2 Ensure that all people of eMadlangeni have access to community facilities and services	5.2.1 Provide the library services	5.2.1.1 Number of book exchange programmes
			5.2.1.2 Number of library orientation and outreach programmes
			5.2.1.3 Number of patrons visiting library
		5.2.2 The maintenance of municipal facilities	5.2.2.1 Number of community facilities (buildings) maintained
	5.2.2.2 Number of the sports and recreation facilities maintained		
	5.3 Facilitate a creation of a viable arts, culture and heritage celebration, playing and recreation spaces.	5.3.1 Design and implement sports, arts and heritage celebration programs	5.3.1.1 Number of programmes on municipal sports, arts and heritage celebrated

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
	5.4 Aspire to a healthy, safe and crime free area	5.4.1 Ensure the municipal contribution to HIV/AIDS	5.4.1.1 Number of programmes/campaigns conducted as per HIV/AIDS plan
			5.4.1.2 Number of quarterly reports on HIV/AIDS submitted to council
			5.4.1.3 Number of reports and meetings conducted on Local AIDS council
		5.4.2 Ensure the municipal contribution to community safety	5.4.2.1 Number of awareness campaigns on crime prevention conducted
			5.4.2.2 Number of quarterly reports on community safety reported to council
		5.4.3 Improve on road safety	5.4.3.1 Number of road blocks conducted
			5.4.3.2 Number of traffic offences reported

E. IMPLEMENTATION PLAN

Key Challenges	Objective	Project Type	Performance Indicator	Baseline	5 Year Targets					Budget	Source	Responsibility (in Mun)
					2022/23	2023/24	2024/25	2025/26	2026/27			
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Plein Street, Phase 2	None	0	0	0	0	Rehabilitation of Plain Street Phase 2	Not funded	-	Infrastructure and Planning
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve service delivery and infrastructure development	Recreational	Upgrade Sport field	None	0	0	Upgrade Sport field	0	0	R7 106 846.72	MIG	Infrastructure and Planning
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Emathan geni Gravel Access Road	None	0	2.8 KMs	0	0	0	R6 027 513.50	MIG	Infrastructure and Planning

-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Barouw Gravel Access Road	None	0	2.6 KMs	0	0	0	R6 003 806.16	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Dorothea Gravel Access Road	None	0	4.65 KMs	0	0	0	R 3 360 289	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Keerom Street	None	0	0.65 KMs	0	0	0	R 3 185 387	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Vaalbank Gravel Access Road	None	0	2.49 KMs	0	0	0	R 2 449 420	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget	Improve access to electricity	Road Infrastructure	Reserve Gravel Access Road	None	0	4.6 KMs	0	0	0	R 3 770 198	Disaster Grant	Infrastructure and Planning Development (HOD)

-Incompetent sub-contractors												
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Lenz Gravel Access Road	None	0	2.99 KMs	0	0	0	R 2 249 460	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Mlwane Gravel Access Road	None	0	4.7 KMs	0	0	0	R2 599 643	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Road Infrastructure	Naude Street	None	0	1.3 KMs	0	0	0	R 6 180 000	Disaster Grant	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Maintenance of all 6 wards	50 KMs	60 KMs	60 KMs	60 KMs	60 KMs	60 KMs	R 400 000	Operational Spending	Infrastructure and Planning Development (HOD)
-Community unrest	To implement roadbuilding	Road Infrastructure	Luthilunye Access	None	0	0	0	R8 527	0	R8 527 772.36	MIG	Infrastructure and Planning

-Destructive weather -Limited Budget -Incompetent sub-contractors	and infrastructure program and improve rural accessibility		Gravel Road					772.36				Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Lembe-Thuthuka	None	0	0	0	2 KMs	0	R 5 000 000.00	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Utrecht Town-Naude	None	0	0	0	3 Kms	0	R 6 000 000.00	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Utrecht Town - Maarschalk	None	0	0	0	0	2 KMs	R 4 000 000.00	MIG	Infrastructure and Planning Development (HOD)

-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Jerico	None	0	0	0	0	5 KMs	R5 000 000.00	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Jiyane	None	09 Connections	0	0	0	0	R 1 480 832,55	INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Nhlazadolo	None	04 Connections	0	0	0	0	R 455 834,70	INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	KwaNzima	None	134 connections	0	0	0	0	R4 517 357,95	INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget	Improve access to electricity	Electrification Project	Estilenga	None	08 Connections	09 Connections	0	0	0	R 2 519 116,88	INEP	Infrastructure and Planning Development (HOD)

-Incompetent sub-contractors												
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Kerk Street	None	0.4 KMs	0	0	0	0	R 963 085,78	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	To implement roadbuilding and infrastructure program and improve rural accessibility	Road Infrastructure	Loop Street	None	015 Kms	0	0	0	0	R 2 301 745,00	MIG	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Dorothea	None	0	0	151 Connections	0	0	R6 000 000.00	INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	KwaNtaba	Phase 1	0	0	25 Connections	0	0	R179 664,04	INEP	Infrastructure and Planning Development (HOD)

-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Kaarpoort	Phase 1	0	0	19 Connections	0	0		INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Blue Mountain Phase 2	None	0	19 Connections	56 Connections	58 Connections	0	R10 867 000.00	INEP	Infrastructure and Planning Development (HOD)
-Community unrest -Destructive weather -Limited Budget -Incompetent sub-contractors	Improve access to electricity	Electrification Project	Luthilunye Phase 2	None	0	0	R7 493 000.00	0	0	R7 493 000.00	INEP	Infrastructure and Planning Development (HOD)
		Policy	Housing Sector Plan	1	1	1	1	1	1	0	In house	Infrastructure and Planning Development (HOD)
	Promote Spatial Development	Policy	Spatial Development Framework	1	1	1	1	1	1	0	In house	Infrastructure and Planning Development (HOD)
	Promote Local Economic	Policy	Local Economic Developm	1	1	1	1	1	1	0	In house	Infrastructure and Planning

	Developmen t		ent Strategy									Developme nt (HOD)
			Performa nce Managem ent Policy	1	1	1	1	1	1	0	In house	
	Improve expenditure management		Revenue enhance ment Strategy	1	1	1	1	1	1	0	In house	
			Indigent Policy	1	1	1	1	1	1	0	In house	
			Human Resource Strategy	1	1	1	1	1	1	0	In house	

F. FINANCIAL PLAN

INTRODUCTION

The local Government Municipal Systems Act, Chapter 5, section 26, prescribes the core components of the Integrated Development Plan (IDP). Section 26(h) requires the inclusion of a financial Viability, which should include a budget projection of at least the next three years. The financial viability aims to determine the long - term sustainability and financial health of the municipality.

Provisions in this medium-term budget continue to support government's commitment to broadening service delivery and expanding investment in infrastructure. This budget has been developed to contribute to the municipality achieving the strategic objectives of the IDP. The 2025/2026 MTREF is informed by the municipality's long-term financial strategy with emphasis on affordability and long-term sustainability. National Treasury's MFMA Circulars No.129 and No.130 was used to guide the compilation of the 2025/2026 MTREF. In addition, this budget format and content incorporates the requirements of the Municipal Budget and Reporting Regulations

BACKGROUND

The 2025/26 medium term budget framework indicates that the municipality will be operating with an unfunded budget for at least the next two financial years. It is therefore imperative that a credible plan that will respond to the current situation be crafted and monitored by Council. The purpose of the funding plan is to ensure that the municipality implements strategies over time to move from an unfunded to a funded budget position. The plan must also ensure the funding position is maintained even beyond the period in which the budget is projected.

This plan and the related strategies are hereby adopted to ensure that the long-term vision of the municipality is achieved.

The Financial sustainability of the municipality together with the ability to render affordable services and to extend services to unserved areas whilst providing free basic services to the needy requires a sound financial policy and plan.

An assessment performed by KZN Provincial Treasury on a continuous basis has revealed that the following factors are the main contributors to the financial crisis that the Emadlangeni Municipality is faced with.

- The municipality operating at an operating deficit;
- Huge operating expenditure base from employee related costs, contracted services and other expenditure;
- Limitation in other revenue generation streams;
- Electricity losses;
- Indigent consumers consuming more than what they can afford;
- The system not properly generating correct data strings

The main CHALLENGES experienced during the compilation of the 2025/2026 MTREF can be summarized as follows:

- Huge backlogs on infrastructure projects;
- High unemployment which impacts on collection rates.
- National Treasury austerity measures with minimal growth or decline in grant allocations.
- Limited resources and minimal growth in the rates base & costs to unblock development.
- Aging and poorly maintained roads and electricity infrastructure;
- Increasing cost of bulk electricity;
- Revenue recovery from cost reflective core municipal services;
- Ensure a funded budget - The revenue collection from non-cash items such as depreciation, actuarial provisions, landfill sites etc. cannot fully be recovered from tariffs
- Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies.

The following budgeting PRINCIPLES were applied in formulating the medium term budget:

- Realistic and achievable collection rates.
- Sustainable, affordable, realistic and balanced budget.
- Major tariffs to be cost reflective, realistic and affordable.
- Need to ensure rates base growth to ensure sustainability of free basic services.
- Budget to contribute to achieving strategic objectives of the IDP.

The following are some of the AUSTERITY MEASURES that need to be considered in the 2025/2026 medium term budget. In order to address the above challenges, ensure reasonable levels of tariffs and to conform to National Treasury cost containment guidelines.

- Productivity assessment and benchmarking of costs undertaken.
- Strategic approach to vacancies, analysis of vacancies carried out.
- Productivity analysis to include value for money and staff redeployment.
- Utilization of vehicles being closely monitored via the vehicle tracking system.
- Fuel, overtime and standby, travelling and accommodation, legal fees, security, catering, and consultants are some of the costs that are closely monitored by the Head of Departments.

The following table is a consolidated overview of the 2025.26 Medium -term Revenue and Expenditure Framework

Description	Ref	Current Year 2024/25	2025/26 Medium Term Revenue & Expenditure Framework		
		Original Budget	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousand	1				
Total Revenue (excluding capital transfers and contributions)		131 416	137 903	143 712	149 916
Expenditure					
Employee related costs	2	52 090	58 249	60 929	63 609
Remuneration of councillors		4 740	4 817	5 039	5 260
Bulk purchases - electricity	2	22 883	25 907	27 099	28 291
Inventory consumed	8	5 572	4 802	5 023	5 244
Debt impairment	3	2 852	4 574	4 785	4 995
Depreciation and amortisation		9 332	9 233	9 657	10 082
Interest		-	-	-	-
Contracted services		14 230	16 246	16 993	17 741
Transfers and subsidies		-	-	-	-
Irrecoverable debts written off		-	182	190	199
Operational costs		12 322	12 162	12 721	13 281
Losses on disposal of Assets		-	-	-	-
Other Losses		-	-	-	-
Total Expenditure		124 022	136 172	142 436	148 703

G. ANNUAL OPERATIONAL PLAN (SDBIP)

G.1 Draft Service Delivery and Budget Implementation Plan

MUNICIPAL PLANNING AND TECHNICAL SERVICES

Department	Key Performance Area	Project	Baseline	Performance Indicator	Annual Budget	Annual Target	Quarter 1 (JUL-SEP 2025)		Quarter 2 (OCT-DEC 2025)		Quarter 3 (JAN-MAR 2026)		Quarter 4 (APR-JUN 2026)	
							Target	PoE Required	Target	PoE Required	Target	PoE Required	Target	PoE Required
MUNICIPAL PLANNING AND TECHNICAL SERVICES	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Connection of 58 households through rural electrification projects for year ending June 2026: Blue Mountain Phase 2, Ward 4.	Roll over	1.1.1.2. Number of households connected through rural electrification at Blue Mountain Phase 2, Ward 4.	2 716 750	58 connections	Construction	Quarterly Progress Report	Completion of 58 connections	Quarterly Progress Report or Close-out report	n/a		n/a	
		Connection of 155 households through rural	Roll over	1.1.1.3. Number of households	11 093 682.84	155 connections	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report or Close-out report

		electrification projects for year ending June 2026: Dorothea, Ward 1		connected through rural electrification at Dorothea, Ward 1										
		Connection of 25 households through rural electrification projects for year ended June 2026: KwaNtaba Phase 3, Ward 4	Roll over	1.1.1.4. Number of households connected through rural electrification at KwaNtaba Phase 3, ward 4	179 664.04	25 connections at KwaNtaba Phase 3	Construction	Quarterly Progress Report or Close-out report	n/a		n/a		n/a	
		Connection of 19 households through rural electrification projects for year	Roll over	1.1.1.5. Number of households connected through rural	494 144.13	19 connections	Construction	Quarterly Progress Report or Close-out report	n/a		n/a		n/a	

		ending June 2026: Kaarpoort Phase 3, Ward 4		electrification at Kaarpoort Phase 3, Ward 4										
		Connection of 23 households through rural electrification project for year ending June 2026: Blue Mountain Phase 3, ward 4	New Indicator	1.1.1.6 Number of Households connected through rural electrification at Blue Mountain, Phase 3, ward 4	8 025 000	23 connections at Blue Mountain Phase 3, ward 4	Site establishment, construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction and Completion	Practical Completion Certificate
		Construction of 2.8 KMs Access gravel road at Emathangeni ward 3 for the year	New Indicator	1.2.1.1. construction of 2.8 KMs Access gravel road at Emathangeni, ward 3	5 000 000	Completion of 2.8 KMs	SCM Processes and site establishment	Letter of Appointment and Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Certificate of Completion

		ending 30 June 2026												
		Construction of 2.6 KMs Access gravel road at Berouw ward 5 the year ending in 30 June 2026	New Indicator	1.2.1.2. construction of 2.6 KMs Access gravel road at Berouw ward 5	5 000 000	Completion of 2.6 KMs	SCM Processes and site establishment	Letter of Appointment and Quarterly Progress Report	Construction	Progress Report	Construction	Quarterly Progress Report	Construction	Certificate of Completion
		Length of roads levelled through road maintenance program in the 2025/26 Financial Year	60KM	1.2.1.4 Maintenance of 60 km of gravel roads in all 6 Wards	400 000	Maintenance of 60 KM in 6 Ward	15 KMs of Road Maintenance	Quarterly Report and Ward councilor's letter	15 KMs of Road Maintenance	Quarterly Report and Ward councilor's letter	15 KMs of Road Maintenance	Quarterly Report and Ward councilor's letter	15 KMs of Road Maintenance	Completion certificate signed by supervisor & HOD
		Regravelling of 4.65 KM at Dorothea access	Roll-over	1.2.1.6 Regravelling of 4.65 KM at	3 360 289.97	Regravelling of 4.65 KM, Dorothe	Appointment, Site estab	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report

		road in ward 1 for year ending 30 June 2026		Dorothea access road in ward 1		Ward 1	ishment, Construction							
		Rehabilitation of Keerom Street 0.65 km in ward 2 for year ending 30 June 2026	Roll-over	1.2.1.8 Rehabilitation of Keerom Street 0.65 km in ward 2	3 185 387.06	Rehabilitation of 0.65 km, Keerom Street, ward 2	Appointment, Site establishment, Construction	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report
		Regravelling of 2.49 KM at Vaalbank access road in ward 3 for year ending 30 June 2026	Roll-over	1.2.1.8 Regraveling of 2.49 KM at Vaalbank access road in ward 3	2 449 420.34	Regravelling of 2.49 KM, Vaalbank, Ward 3	Appointment, Site establishment, Construction	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report
		Regravelling of 4.6 KM at Reserve access road in ward 4 for year	Roll-over	1.2.1.9 Regraveling of 4.6 KM at Reserve access	3 770 198.36	Regravelling of 4.6 KM, Reserve, Ward 4	Appointment, Site establishment, Construction	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report

		ending 30 June 2026		road in ward 4			struction							
		Regravelling of 2.99 KM at Lenz access road in ward 5 for year ending 30 June 2026	Roll-over	1.2.1.10 Regraveling of 2.99 KM at Lenz access road in ward 5	2 249 460.11	Regraveling of 2.99 KM, Lenz, Ward 5	Appointment, Site establishment, Construction	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report
		Regravelling of 4.7 KM at Mlwane access road in ward 6 for year ending 30 June 2026	Roll-over	1.2.1.11 Regraveling of 4.7 KM at Mlwane access road in ward 6	2 599 643.86	Regraveling of 4.7 KM, Mlwane, Ward 6	Appointment, Site establishment, Construction	Appointment letter, Progress report	Construction	Progress report	Construction	Progress report	Construction, completion	Close out report
		Rehabilitation of Naude Street, Ward 2 1.3 KMs for the year ending in June 2026	New Indicator	1.2.1.12 Rehabilitation of Naude Street 1.3 KMs in ward 2	6 180 000	Rehabilitation of 1.3 KMs in ward 2	Appointment, site establishment	Appointment letter	Site establishment, progress report, construction	Progress report	Construction	Progress report	Construction, completion	Close out report/completion certificate

		Reviewing and Adopting the Spatial Development Framework for the year ending June 2026	1	1.3.1.1 Number of Reviewed & Adopted Spatial Development Framework (SDF) within the 2025/26 financial year		1	n/a	n/a	Submission of the Draft Spatial Development Framework to Council for adoption	Council Resolution	Submission of the Spatial Development Framework to Council for adoption	Council Resolution & Copy of SDF
		Reviewing and adopting the Spatial Development Plan (SDP) for the year ending June 2026	1	1.3.1.2 Number of Reviewed & Adopted SDP within the 2025/26 financial year		1	n/a	n/a	Submission of the Draft SDP to Council for adoption	Council Resolution	Submission of the Spatial Development Plan to Council for adoption	Council Resolution and Copy of the SDP

		Reviewing and adoption of the LED strategy for the year ending June 2026	1	1.4.1.1 Number of reviewed and adopted LED strategy within the 2025/26 Financial Year		1	n/a		n/a		n/a		Submission of the LED Strategy to Council for adoption	LED Strategy & Council Resolution
		120 Job opportunities created under Extended Public Works Programme (EPWP) in year ending June 2026	120	1.4.1.2 Number of Job opportunities created under EPWP within the 2025/26 financial year		120	120	Attendance Register & Signed EPWP Contracts	120	Attendance registers (Last month of the Quarter)				
		Provide 4 Capacity Building Interventions for Entrepreneurs and	4	1.4.1.3 Number of Capacity Building Interventions for		4	1	Training Report & Attendance Register	1	Training Report & Attendance Register	1	Training Report & Attendance Register	1	Training Report & Attendance Register

		SMME's for year ending June 2026		Local Entrepreneurs and SMME's provided within the 2025/26 financial year										
		Effective implementation and spending on the Balele Game Park Refurbishment Grant for year ending June 2026	New Indicator	1.4.1.4 Refurbishment of Balele Game Park Phase 2 by 30 June 2026.	4 500 000	2x Safari tents, 3X Wooden cottages, Lapa, Braai Area, Kudu Lodge, Giraffe Lodge, 6 Dome Tents, Kids, Pool, Caravan Park Pool	n/a		n/a		75% expenditure	Invoice	100% expenditure	Invoice
		Effective implementation and spending on the Balele Game	New Indicator	1.4.1.5 Refurbishment of Balele Game Park Phase 3	3 000 000	6x sleeper family unit, 1x Guard House, Re-	n/a		n/a		SCM Process (Specification; Eval	Advert; minutes and attendance registers for all	Appointment of service provider	Appointment Letter

		Park Refurbishment Grant for year ending June 2026		by 30 June 2026		Thatching of Main Lapa, Installation of Tarpaulin Covers					uation & Adjudication)	Bid Committees		
	MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	Attending of the Municipal Planning & Technical Services Portfolio Committee Meetings for year ending June 2026	10	1.4.1.6 Number of Portfolio Committee Meetings held within the 2025/26 financial year	0	10	3	Notice of Meeting , Agenda, Minutes & Attendance Register	2	Notice of Meeting, Agenda, Minutes & Attendance Register	2	Notice of Meeting, Agenda, Minutes & Attendance Register	3	Notice of Meeting, Agenda, Minutes & Attendance Register
	BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Refurbishment of Marlotti Flats	New Indicator	1.4.1.7 Refurbishment of Marlotti Flats	R 2 000 000			Progress Report		Progress Report		Progress Report		Progress Report

CORPORATE SERVICES

Department	Key Performance Area	Project	Baseline	Performance Indicator	Annual Budget	Annual Target	Quarter 1 (JUL-SEP 2025)		Quarter 2 (OCT-DEC 2025)		Quarter 3 (JAN-MAR 2026)		Quarter 4 (APR-JUN 2026)	
							Target	PoE Required	Target	PoE Required	Target	PoE Required	Target	PoE Required
CORPORATE SERVICES	MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	Review & Adoption of Municipal Policies for the year ending June 2026	4	2.1.1.1 Number of Developed, Adopted & Reviewed Policies within the 2025/26 financial year		4	n/a		n/a		n/a		4 Policies Reviewed & Submitted to Council for Adoption	Council Resolutions & Signed Municipal Policies
		Building capable work force to deliver services for the year	1	2.1.1.2 Number of Employee Wellness Campaign		1	n/a		1 Employee Wellness Campaign	Attendance Register	n/a		n/a	

		ending June 2026		gns held within the 2025/26 financial year				conducted					
		Reviewing and adoption of the organisational structure for the year ending June 2026	1	2.2.1.2 Number of Adopted & Reviewed Organogram for 2025/26 financial year		1	n/a	n/a		Submit Reviewed Draft Organogram to Council	Council Resolution	Submit Reviewed Organogram to Council	Council Resolution
		Convening of the Local Labour Forum for year ending June 2026	4	2.3.1.1 Number of LLF meetings conducted within the 2025/26		4	1	Notice of Meeting, Minutes & Attendance Register	1	1	Notice of Meeting, Minutes & Attendance Register	1	Notice of Meeting, Minutes & Attendance Register

				financial year										
		Convening of the Corporate Services & Budget & Treasury Office Portfolio Committee Meetings for year ending June 2026	10	2.3.1.2 Number of Portfolio Committee Meetings conducted within the 2025/26 financial year		10	3	Notice of Meeting, Agenda, Minutes & Attendance Register	2	Notice of Meeting, Agenda, Minutes & Attendance Register	2	Notice of Meeting, Agenda, Minutes & Attendance Register	3	Notice of Meeting, Agenda, Minutes & Attendance Register
		Convening of the Executive Committee (EXCO) Meetings for year ending June 2026	4	2.3.1.3 Number of EXCO Meetings held within the 2025/26 financial year		4	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register

		Convenin g of the Legislate d Council Meetings for year ending June 2026	4	2.3.1.4 Numbe r of Council Meetin gs held within the 2025/2 6 financia l year		5	1	Notice of Meeti ng, Agend a, Minut es & Atten dance Regist er	1	Notice of Meeting, Agenda, Minutes & Attendanc e Register	2	Notice of Meeting, Agenda, Minutes & Attendanc e Register	1	Notice of Meeting, Agenda, Minutes & Attendanc e Register
		Convenin g of the Municipal Public Account Committ ee (MPAC) Meetings for year ending June 2026	4	2.3.1.5 Numbe r of MPAC Meetin gs held within the 2025/2 6 financia l year		4	1	Notice of Meeti ng, Agend a, Minut es & Atten dance Regist er	1	Notice of Meeting, Agenda, Minutes & Attendanc e Register	1	Notice of Meeting, Agenda, Minutes & Attendanc e Register	1	Notice of Meeting, Agenda, Minutes & Attendanc e Register
		Reviewin g of the Workplac e Skills Plan (WSP) for ending	1	2.4.1.1 Numbe r of approv ed Workpl ace Skills		1	n/a		n/a		n/a		1	Acknowle dgement letter from LGSETA

		June 2026		Plans submitted to LG SETA within the 2025/26 financial year								
		Conducting of Induction Programmes for Municipal Employees for year ending in June 2026	1	2.4.1.2 Number of Induction Programmes conducted within the 2025/26 financial year		1	n/a	Conduct Induction Programme	Induction/ Training Manual & Attendance Register	n/a	n/a	
		Compile the Employment Equity Report for the	1	2.4.1.3 Number of Employment Equity Report		1	n/a	n/a		1 Report submitted	Acknowledgement letter from Labour and Employment	n/a

		year ending June 2026		compiled within the 2025/26 financial year										
		Convening of the Municipal Facilities Committee Meetings for year ending June 2026	4	2.5.1.1 Number of Facilities Committee Meetings conducted within the 2025/26 financial year		4	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Minutes & Attendance Register
		Convening of Information & Communications Technology (ICT)	1	2.5.1.2 Number of ICT Steering Committee Meetings		4	1 ICT Steering Committee Meeting	Agenda, Minutes & Attendance Register	1 ICT Steering Committee Meeting	Agenda, Minutes & Attendance Register	1 ICT Steering Committee Meeting	Agenda, Minutes & Attendance Register	1 ICT Steering Committee Meeting	Agenda, Minutes & Attendance Register

		Steering Committ ee Meeting for year ending in June 2026		gs for 2025/2 6 financia l year										
	GOOD GOVERNANCE & PUBLIC PARTICIPATION (PUTTING PEOPLE FIRST)	24 Public meetings conducte d in year ending in June 2026	24	4.1.1.1 Numbe r of public meetin gs (per ward) conduc ted in 2025/2 6 financia l year		24	6	Minut es & Atten dance regist er	6	Minutes & Attendanc e register	6	Minutes & Attendanc e register	6	Minutes & Attendanc e register
		Conducti ng one consolida ted imbizo meeting amongst including all 6 municipal wards during	6	4.1.1.2 Numbe r of Izimbiz o meetin gs conduc ted in 2025/2 6		1 imbiz o meet ing	n/a		n/a		n/a		1 imbizo meetin g	Attendanc e Registers

		the year ending in June 2026		financial year									
		72 ward committee meetings held during the year ending in June 2026	72	4.1.1.3 Number of quarterly meetings per ward (ward committee) during the 2025/26 financial year		72	18	Minutes & Register	18	Minutes & Register	18	Minutes & Register	Minutes & Register
		Publishing of Municipal Newsletters in the year ending June 2026	4	4.3.1.1 Number of Municipal Newsletters Published within	100 000	1	1	Copy of the newsletter	n/a	n/a	n/a	n/a	

				the 2025/26 financial year										
		Conduct Radio Interviews by the Executive Mayor of the Municipality in the year ending June 2026	4	4.3.1.2 Number of Media Engagements conducted in the 2025/26 financial year		4	1 Media Engagements	Infographic	1 Media Engagements	Infographic	1 Media Engagements	Infographic	1 Media Engagements	Infographic
		Procurement of Banners in the year ending June 2026	2	4.3.1.3 (a) Number of Banners Procured within the 2025/26 financial year		2 Banners Procured	n/a		n/a		n/a		2 Banners Procured	Invoice

		Procurement of Municipal Calendars & Diaries in the year ending June 2026	10 000 calendars & 200 diaries	4.3.1.3 (b) Number of marketing material procured (calendars & diaries)		300 calendars & 20 diaries	n/a		n/a		300 calendars & 20 diaries	Invoice	n/a	
		40 Political/ Official bearers pictures in a collage or uploaded in social media platform in the year ended 30 June 2026	40	4.3.1.4 Number of photography services conducted within 2025/26 financial year		40	40 Pictures	Invoice	n/a		n/a		n/a	
		8 Outreach and	8	4.3.1.5 Number of artwork		8	2	Artwork	2	Artwork	2	Artwork	2	Artwork

		Activatio n artwork		service s produc ed 2025/2 6										
		4 District Communi cators Forum Meetings	4	4.3.1.6 Numbe r of DCF Meetin gs conduc ted 2025/2 6		4	1	Atten dance Regist er	1	Attendanc e Register	1	Attendanc e Register	1	Attendanc e Register
		2 Local Governm ent Communi cators Forum meeting	2	4.3.1.7 Numbe r of LGCF meetin gs attende d in 2025/2 6		2	n/a		1	Attendanc e Register	1	Attendanc e Register	n/a	
	LOCAL ECONOMIC & SOCIAL DEVELOPMENT	Conduct Vulnerabl e Groups Forum Meetings / Worksho	4	5.1.1.1 Numbe r of meetin gs/ worksh op for		4	1	Agenda, Minut es & Atten dance	1	Agenda, Minutes & Attendanc e Registers	1	Agenda, Minutes & Attendanc e Registers	1	Agenda, Minutes & Attendanc e Registers

		ps for year ending in June 2026		forums of vulnera ble groups implem ented in 2025/2 6 financia l year				Regist ers						
		Conduct Special Program mes for the year ending June 2026	8	5.1.1.2 Numbe r of special progra mmes coordin ated to empow er the vulnera ble groups for 2025/2 6 financia l year		8	2	Repor t & Regist er	2	Report & Register	2	Report & Register	2	Report & Register

BUDGET AND TREASURY OFFICE

Department	Key Performance Area	Project	Baseline	Performance Indicator	Annual Budget	Annual Target	Quarter 1 (JUL-SEP 2025)		Quarter 2 (OCT-DEC 2025)		Quarter 3 (JAN-MAR 2026)		Quarter 4 (APR-JUN 2026)	
							Target	PoE Required	Target	PoE Required	Target	PoE Required	Target	PoE Required
BUDGET AND TREASURY OFFICE	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)	Annual Financial Statements prepared and submitted to Auditor General for the year ending June 2026	1	3.1.1.1 Number of Annual Financial Statement submitted to Auditor General within the 2025/26 financial year		1	1	Proof of Submission & Copy of Annual Financial Statement	n/a		n/a		n/a	
		Preparing and submitting the Draft &	1	3.1.1.2 Number of Municipal Draft		1	n/a		n/a		Complete the Draft Annual I	Council Resolution	Final Budgets prepared	Council Resolution & Proof of Submission

		Final Budget to Council & Treasury for the year ending June 2026		& Final Annual Budget adopted within the 2025/26 financial year					Budget, & Table the Budget to Council.		and adopted by Council and submitted to Treasury	on to Treasury
		Reviewing & adopting the Adjustment Budget or adoption by Council & submission to Treasury for the year ending	1	3.1.1.3 Number of Municipal Adjustment Budget adopted within the 2025/26 financial year		1	n/a	n/a	Complete and adopt the Adjusted Budget & Submit to Provincial Treasury	Council Resolution & Proof of Submission to Treasury	n/a	

		in June 2026												
		12 Investment Reconciliations prepared for the year ending in June 2026	12	3.2.1.1 Number of Monthly Investments Reconciliation within the 2025/26 financial year		12	3	Signed Investment Registers	3	Signed Investment Registers	3	Signed Investment Registers	3	Signed Investment Registers
		12 Grant Reconciliations prepared for the year in June 2026	12	3.2.1.2 Number of Monthly Grant Reconciliation prepared within the 2025/26		12	3	Signed copies of Grant Reconciliations	3	Signed copies of Grant Reconciliations	3	Signed copies of Grant Reconciliations	3	Signed copies of Grant Reconciliations

				financial year										
		12 Creditors Reconciliations prepared for the year ending in June 2026	12	3.2.1.3 Number of Monthly Creditors Reconciliations prepared within the 2025/26 financial year		12	3	Signed copies of the Creditors Reconciliations	3	Signed copies of the Creditors Reconciliations	3	Signed copies of the Creditors Reconciliations	3	Signed copies of the Creditors Reconciliations
		Preparing 12 Valuation Roll Reconciliations for the year ending June 2026	12	3.2.1.4 Number of Monthly Valuation Roll Reconciliations prepared within the 2025/26		12	3	Signed copies of Valuation Roll Reconciliations	3	Signed copies of Valuation Roll Reconciliations	3	Signed copies of Valuation Roll Reconciliations	3	Signed copies of Valuation Roll Reconciliations

				financial year										
		Preparing 12 Debtors Reconciliations for the year ending June 2026	12	3.2.1.5 Number of Monthly Debtors Reconciliations prepared within the 2025/26 financial year		12	3	Signed copies Debtors Reconciliations	3	Signed copies Debtors Reconciliations	3	Signed copies Debtors Reconciliations	3	Signed copies Debtors Reconciliations
		Prepare 12 Assets Reconciliations for the year ending in June 2026	12	3.2.1.6 Number of Monthly Assets Reconciliation compiled within the 2025/26		12	3	Signed Copies of Asset Reconciliations	3	Signed Copies of Asset Reconciliations	3	Signed Copies of Asset Reconciliations	3	Signed Copies of Asset Reconciliations

				financial year										
		Prepare 12 Bank Reconciliation for the year ending in June 2026	12	3.2.1.7 Number of Monthly Bank Reconcili ations prepared within the 2025/26 financial year		12	3	Signed Copies of Bank Reconcili ations	3	Signed Copies of Bank Reconcili ations	3	Signed Copies of Bank Reconcili ations	3	Signed Copies of Bank Reconcili ations
		Preparin g 12 Supply Chain Manage ment Reports for submissi on to the Mayor; CoGTA	12	3.3.1.1 Number of Monthly and Quarterl y Supply Chain Processe s reports prepared within the		12	3	Monthly & Quarterl y Reports	3	Compile monthly & quarterl y reports	3	Compile monthly & quarterl y reports	3	Compile monthly & quarterl y reports

		and Provincial Treasury for the year ending June 2026		2025/26 financial year										
		Preparing & Submitting Procurement Plans for the year ending June 2026	1	3.3.1.2 Number of Adopted and Updated SCM Framework within the 2025/26 financial year		1	1	Proof of Submission and Signed Procurement Plan	n/a		n/a		n/a	
		Reviewing and Updating the Contract Registers 4 times	4	3.4.1.1 Number of Contract Registers Reviewed		4	1	Signed copies of Updated Contract Registers	1	Signed copies of Updated Contract Registers	1	Signed copies of Updated Contract Registers	1	Signed copies of Updated Contract Registers

		annually for the year ending in June 2026		d and Updated within the 2025/26 financial year										
		Prepare 12C schedule (S71) Reports & Submit to Mayor and Provincial Treasury for the year ending in June 2026	12	3.4.1.2 Number of Compiled Monthly Section 71 Reports within the 2025/26 financial year		12	Compile 3 Reports for S71 reports	Proof of Submission & Copy of Report	Compile 3 Reports for S71 reports	Proof of Submission & Copy of Report	Compile 3 Reports for S71 reports	Proof of Submission & Copy of Report	Compile 3 Reports for S71 reports	Proof of Submission & Copy of Report
		Prepare 1 Section 72 Report	1	3.4.1.3 Number of Section 72		1	n/a		n/a		Submit Section 72 Report	Extract of the Report & Council	n/a	

		& submit to Council for adoption for year ending in June 2026		reports Completed & Submitted to Council within the 2025/26 financial year							t to Council for adoption	Resoluti on		
		Prepare 4 Section 52 Reports & Submit to Council for the year ending in June 2026	4	3.4.1.4 Number of Annual Financial Reports compile d & submitte d within the 2025/26 financial year		4	1 Submi ssion	Proof of Submissi on & Report	1 Submi ssion	Proof of Submissi on & Report	1 Submi ssion	Proof of Submissi on & Report	1 Submi ssion	Proof of Submissi on & Report
		12 VAT Returns Submitt ed to SARS for	12	3.4.1.5 Number of VAT returns submitte		12	3	VAT 201 Stateme nts	3	VAT 201 Stateme nts	3	VAT 201 Stateme nts	3	VAT 201 Stateme nts

		the year ending June 2026		d to SARS within the 2025/26 financial year										

OFFICE OF THE MUNICIPAL MANAGER

Department	Key Performance Area	Project	Baseline	Performance Indicator	Annual Budget	Annual Target	Quarter 1 (JUL-SEP 2025)		Quarter 2 (OCT-DEC 2025)		Quarter 3 (JAN-MAR 2026)		Quarter 4 (APR-JUN 2026)	
							Target	PoE Required	Target	PoE Required	Target	PoE Required	Target	PoE Required
OFFICE OF THE MUNICIPAL MANAGER	MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	Ensure sustainable working environment	16	2.2.1.1 Number of lease agreements signed for Municipal Properties (Rental Houses) within the 2025/26 financial year		16	16	Individual Signed Lease Agreements	n/a		n/a		n/a	

	GOOD GOVERNANCE & PUBLIC PARTICIPATION (PUTTING PEOPLE FIRST)	Conducting of IDP Representative Forum meetings in the year ending June 2026	2	4.2.1.1 Number of the IDP RF functionality.in the 2025/26 financial year		2	n/a		1 IDP Representative Forum	Meeting invitation; Minutes & Attendance Register	1 IDP Representative Forum	Meeting invitation ; Minutes & Attendance Register	n/a	
		Prepare , Adopt & Submit the IDP for the year ending in June 2026	2025/2026 IDP	4.2.1.2 Adoption & Submission of a credible reviewed Integrated Development Plan (IDP) in terms of Municipal		Review and adopt 2026/27 IDP	Development & adoption of the 2026/27 IDP, PMS & Budget Process Plan in terms of MSA	Council Resolution	n/a		Submission of 2026/27 Draft IDP to Council & KZN CoGTA by March 2026	Council Resolution & Proof of submission to CoGTA	Submit 2026/27 Final IDP to Council	Council Resolution & Proof of submission to CoGTA

				Systems Act (MSA) within the 2025/26 Financial year									
		Preparation, Adoption and Submission of the Service Delivery & Budget Implementation Plan (SDBIP) for the 2025/26 Financial Year	2025/26 SDBIP	4.2.1.3 2026/2027 Service Delivery and Budget Implementation Plan		1 Adoption of SDBIP	n/a		n/a	Submit the 2026/27 Draft SDBIP to the Mayor	Acknowledgement letter signed by the Mayor	Submission of the 2026/27 Final SDBIP to the Mayor	Acknowledgement Letter signed by the Mayor

		Prepare the Annual Performance Report & Submit to Auditor General (AG) & Relative Authorities	1	4.2.1.4 Number of Annual Performance Reports prepared & submitted to AG and relative authorities		1	Submission of the 2024/25 Annual Performance Report	Extract for Annual Performance Report & Proof of Submission	n/a	n/a	n/a
		Review & Adopt the Performance Management System (PMS) for the year ending June 2026	1	4.2.1.5 Number of Reviewed & Adopted (PMS) Policy		1	n/a		n/a	n/a	Submit the PMS Policy to Council for adoption Council Resolution & Extract of the Policy

		Manage the adopted Performance Management System (PMS) in terms of Chapter 6 of the Municipal Systems Act (MSA)	Signed Section 54&56 Performance Agreements	4.2.1.6 Number of managed Performance Management Systems in terms of Chapter 6 MSA within the 2025/26 financial		Section 54&56 Managers to sign 2025/26 Performance Agreements & Conduct Performance Assessments	Sign Performance Agreements; Submit to CoGTA & Publish the Performance Agreements	Copy of signed Performance Agreements ; Proof of Submission & Advert	Conduct Performance Assessments for Quarter 1	Copy of Completed Assessment Sheet	Conduct 2025/26 Mid-year Performance Assessments & Annual Assessment for 2024/25 financial year	Copy of Completed Assessment Sheet	Conduct Performance Assessments for Quarter 3	Copy of Completed Assessment Sheet
		Prepare 4 Quarterly Performance Reports & submit to	4	4.2.1.7 Number of Quarterly Performance Reports generated &		4	1 Quarterly Report Submission	Extract of the report & Proof of Submission from	1 Quarterly Report Submission	Extract of the report & Proof of Submission from	1 Quarterly Report Submission	Extract of the report & Proof of Submission from Internal Auditor	1 Quarterly Report Submission	Extract of the report & Proof of Submission from Internal Auditor

		Internal Auditor & Council for adoption for year ending June 2026		submitted to Internal Auditors within the 2025/26 financial year				Internal Auditor		Internal Auditor				
		Prepare the 2024/25 Annual Report to be submitted to Council for Adoption		4.2.1.8 Number of Annual Reports prepared & submitted within the 2025/26 financial year		2024/25 Annual Report	n/a		n/a		Submit the 2024/25 Annual Report to Council	Council Resolution	n/a	

		Prepare Oversight Report 2024/25 & Submit to MPAC for the year ended in June 2026	1	4.2.1.9 Number of Oversight Reports prepared & submitted to MPAC		1	n/a		n/a		1	Extract of the Oversight Report, MPAC minutes, & /Council Resolution	n/a	
		Convening of the Municipal Council Meetings for the year ending in June 2026	4	4.4.1.1 Number of Legislated Council Meetings within the 2025/26 financial year		4	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register

		4 Audit Committee Meetings to convene in the year ending in June 2026	4	4.5.1.1 Number of Quarterly Audit Committee Meetings within the 2025/26 financial year		4	1	Notice of Meeting, Agenda, Minutes & Attendance Register	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register	1	Notice of Meeting, Agenda, Extract of Minutes & Attendance Register	
		Prepare & Generate 12 Internal Audit Reports in the year ending June 2026	12	4.5.1.2 Number of internal audit report generated within the 2025/26 financial year		12	3	Extracts of Reports	3	Extracts of Reports	3	Extracts of Reports	

		Approval of the Internal Audit Charter by the Audit Committee for the year ending in June 2026	1	4.5.1.3 Number of Internal Audit Charter approved by Audit Committee within the 2025/26 financial year		1	1	Audit Committee Resolution on Approved Charter	n/a		n/a		n/a	
		Tabling of Audit Committee Reports to Council for the year ending in June 2026	4	4.5.1.4 Number of Audit Committee Reports tabled to Council within the 2025/26		4	1	Council Resolution	1	Council Resolution	1	Council Resolution	1	Council Resolution

				financial year										
		Developing 1 Internal Audit Annual Plan in the year ending June 2026	1	4.5.1.6 Number of Internal Audit Annual Plan developed within the 2025/26 financial year		1	Develop an Internal Audit Annual Plan	Audit Committee Resolution & Copy of Internal Audit Annual Plan	n/a		n/a		n/a	
		Preparation of Action Plan on Audit Findings & Submit to the Municipal	1	4.5.1.7 Number of Action Plan prepared on audit findings and submitted		1	n/a		n/a		2024/25 Action Plan	Copy Action Plan & Proof of Submission	n/a	

		Manager for the year ending June 2026		ed to Municipal Manager within the 2025/26 financial year									
		Convene Risk Management Meetings for year ending in June 2026	4	4.6.1.1 Number of Risk Management meetings held within the 2025/26 financial year		4	1	Agenda, Minutes & Attendance Register	1	Agenda, Minutes & Attendance Register	1	Agenda, Minutes & Attendance Register	
		Conduct an Annual Risk Assessment & Annual	1	4.6.1.2 Number of Annual Risk Assessment &		1	n/a		n/a		n/a	1	Copy of Reviewed Risk Register & Attendan

		Fraud Risk Assessment for 2025/26		Annual Fraud Risk Assessment conducted										ce Register
		Update the Risk Register generated Quarterly for the year ending in June 2026	4	4.6.1.3 Number of Risk Registers updated quarterly within the 2025/26 financial year		4	1	Updated Risk Register	1	Updated Risk Register	1	Updated Risk Register	1	Updated Risk Register
		Review & Approval of the Risk Committee Charter, Risk Management	New Indicator	4.6.1.4 Number of Reviewed & Approved Risk Committee Charter;		Council Resolutions	Submission of the Risk Committee Charter, Risk Management	Minutes	Submission of the Risk Committee Charter, Risk Management Policy	Council Resolution	n/a		n/a	

		ment Policy & Risk Management Strategy by Council for year ending June 2026		Risk Management Policy & Risk Management Strategy within the 2025/26 financial year			Policy & Risk Management Strategy to the Risk Management Committee		& Risk Management Strategy to Council for adoption				
		Convening of Management Committee (MANCO) Meetings for year ending in June 2026		4.7.1.1 Number of MANCO meetings seating within the 2025/26 financial year		12	3	Agenda, Minutes & Attendance Register	3	Agenda, Minutes & Attendance Register	3	Agenda, Minutes & Attendance Register	

COMMUNITY SERVICES AND PUBLIC SAFETY

Department	Key Performance Area	Project	Baseline	Performance Indicator	Annual Budget	Annual Target	Quarter 1 (JUL-SEP 2025)		Quarter 2 (OCT-DEC 2025)		Quarter 3 (JAN-MAR 2026)		Quarter 4 (APR-JUN 2026)	
							Target	PoE Required	Target	PoE Required	Target	PoE Required	Target	PoE Required
COMMUNITY SERVICES AND PUBLIC SAFETY	BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT	4 Disaster Management Advisory Forum Meetings to be conducted in the year ending June 2026	4	1.5.1.1 Number of Disaster Management Advisory Forum Meetings conducted within the 2025/26 financial year		4	1	Notice, Agenda & attendance register	1	Notice, Agenda & attendance register	1	Notice, Agenda & attendance register	1	Notice, Agenda & attendance register
		20 lightning conductors	30	1.5.1.2 Number of lightning conductors installed within	120 000	20	n/a		n/a		20	Progress Report	n/a	

		tors to be installed within the year ending June 2026		the 2025/26 Financial Year										
		2 Reviewed and Updated Contingency Plans for the year ending June 2026	2	1.5.1.3 Number of Reviewed and updated contingency plan (Summer & Winter) for 2025/26 year		2	1 Summer Season Plan	Plan and Council resolution	n/a		1 Winter Season Plan	Plan and Council resolution	n/a	
		Disaster Management trainings & awareness	8	1.5.1.4 Number of Disaster Management trainings & awareness campaigns conducted within	30 000	20	6	Report & Attendance register	4	Report & Attendance register	4	Report & Attendance register	6	Report & Attendance register

		ess campai gns conduc ted in the year ending June 2026		2025/26 Financial Year										
		1 Review & Update Disaste r Manag ement Sector Plan in the year ending in June 2026	1	1.5.1.5 Review & Update Disaster Management Sector Plan within 2025/26 financial year		1	n/a		n/a		n/a		Submis sion of Disaste r Manag ement Sector Plan to Council	Disaste r Manag ement Sector Plan & Council resoluti on
		1 Review & Adopt Disaste	1	1.5.1.6 Review & Adopt Disaster Management Plan within		1	n/a		n/a		n/a		Submis sion of Disaste r Manag	Disaste r Manag ement Plan &

		r Manag ement Sector Plan in the year ending in June 2026		2025/26 financial year							ement Plan to Council	Council resoluti on
		Monito ring of Constru ction of Disaste r Manag ement Centre for year ending 2026	1	1.5.1.7 Monitor construction of Disaster Management Centre within the 2025/26 financial year		1	n/a	1	Progre ss Report	n/a	n/a	
		Reviewi ng and Adoptin g the Integrat ed Waste Manag		1.7.1.1 Number of Reviewed & Adopted IWMP within the 2025/26 financial year		1	Submi ssion of the IWMP to Counc il for	Counci l Resolu tion & Copy of the IWMP	n/a	n/a	n/a	

		ement Plan (IWMP) for the year ending June 2026					adopti on							
		Total number of formal househ olds, busines s and govern ment areas with access to refuse remova l once per week		1.7.1.2 Number of formal households, businesses and government areas with access to refuse removal within the 2025/26 financial year		132 0	1320	Quart erly Report ; Billing Syste m & Collect ing Sched ule	132 0	Quart erly Report ; Billing Syste m & Collect ing Sched ule	132 0	Quart erly Report ; Billing Syste m & Collect ing Sched ule	1320	Quarter ly Report; Billing System & Collecti ng Schedul e

	MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	Convening of the Community Services and Public Safety Portfolio Committee Meetings for year ending June 2026		1.7.1.3 Number of Portfolio Committee Meetings conducted within the 2025/26 financial year		5	n/a		n/a		2	Notice of Meeting, Agenda, Minutes & Attendance Register	3	Notice of Meeting, Agenda, Minutes & Attendance Register
	LOCAL ECONOMIC AND SOCIAL DEVELOPMENT (SERVICE DELIVERY)	Conducting Book Exchange Programmes for the year ending	4	5.2.1.1 Number of book exchange programmes within the 2025/26 financial year		4	1	Quarterly Report	1	Quarterly Report	1	Quarterly Report	1	Quarterly Report

		June 2026												
		Conduct Library Orientation & Outreach Programmes for the year ending June 2026	4	5.2.1.2 Number of Library Orientation & Outreach Programmes within the 2025/26 financial year		4	1	Agenda, Minutes & Attendance Registers	1	Agenda, Minutes & Attendance Registers	1	Agenda, Minutes & Attendance Registers	1	Agenda, Minutes & Attendance Registers
		Conduct Road Blocks for the year ending June 2026	8	5.4.3.1 Number of road blocks conducted within the 2025/26 financial year		12	3	Quarterly Report	3	Quarterly Report	3	Quarterly Report	3	Quarterly Report

H. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

H.1 PERFORMANCE MANAGEMENT POLICY STATEMENT

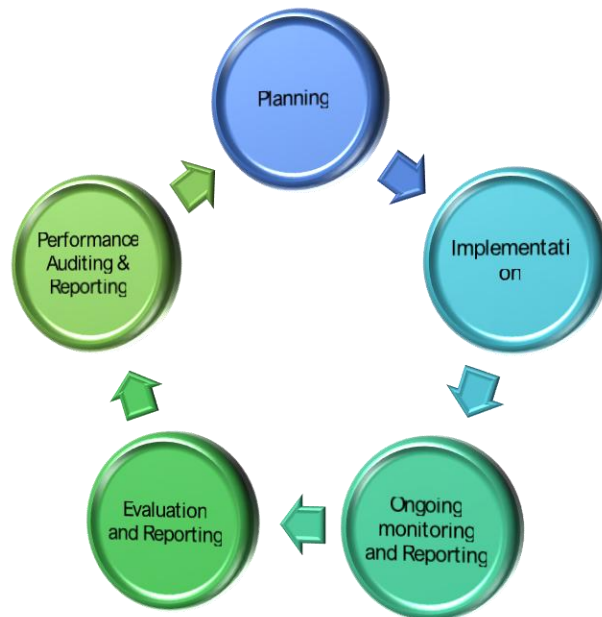
The Performance Management System Policy outlined the objectives and principles of eMadlangeni Local Municipality PMS. The PMS Policy was reviewed and adopted by Council on 29 April 2025. This document serves as a guideline document for the implementation of the Performance Management System (PMS) within the Municipality, attached as **ANNEXURE F**.

The OPMS Framework is inclusive of the following interrelated processes:

- Planning
- Implementation
- Monitoring
- Evaluation.

The Municipality's PMS is the primary mechanism to monitor, review, and improves the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. In addition, the Municipality's PMS facilitates increased accountability, learning, improvement, as well as providing early warning signals to facilitate decision-making. The PMS monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of all resources and the PMS being closely integrated across all functions at an organizational and individual level. The most valuable reason for measuring performance is that what gets measured gets done. Once performance planning and the IDP have been completed and departmental SDBIP's are in place, they need to be implemented by executing the work in accordance with these plans. As the work is executed, it needs to be continuously monitored and periodically measured and reported on. Reporting requires that the Municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements, and analysis, and present this information in a simple and accessible format, relevant and useful to the specific target group, whilst meeting the legal prescripts for reporting. EMadlangeni Local Municipality is preparing its Performance reports on a quarterly, Mid-term and annual basis. These reports are submitted to Internal Audit Unit for audit purposes and subsequently submitted to Performance Audit Committee and Council.

The PMS Cycle



SCHEDULE OF PERFORMANCE EVALUATIONS (Reviews)

- Individual performance reviews shall, similarly as the SDBIP evaluations be conducted quarterly within 10 days after each quarter.
- The Quarterly evaluations shall be conducted using the provided Performance plans with Quarter 2 and Quarter 4 providing the midterm and annual Performance monitoring and reporting.



THE EVALUATION PANEL: MUNICIPAL MANAGER AND SENIOR MANAGERS

- The following table outlines the structure of the evaluation panel for the Municipal manager and Employees reporting directly to the Municipal Manager.

- The evaluation panel shall only sit, based on the structure below, for the annual evaluations.

Evaluation of the Municipal Manager	Evaluation of Employees reporting directly to the Municipal Manager
1] Mayor 2] Chairperson of the Audit committee <i>(for mid-term and final year reviews)</i> 3] Elected performance management member from the Council 1] Mayor (and/or Municipal Manager) from another municipality. <i>(for mid-term and final year reviews)</i> 1] Member of a ward committee as nominated by the Mayor or Speaker. <i>(for mid-term and final year reviews)</i>	1] Municipal Manager 2] Member for Audit committee <i>(for mid-term and final year reviews)</i> 3] Elected performance management members from council 1] Mayor (and/or Municipal Manager) from another municipality <i>(for mid-term and final year reviews)</i>
Evaluation for sectional Managers TASK Grade 14-18	Evaluations for permanent employees TASK Grade 13 and below
1. Immediate Senior Manager of the assessed Manager Corporate Services 2. Audit Committee member <i>(mid-term and final year reviews)</i>	1. Immediate Superior of the assessee, 2. Corporate Services Representative

The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

The objectives of the eMadlangeni PMS are as follows:

Facilitate increased accountability among the citizens, political and administrative components of the municipality,

Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.

Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.

Facilitate decision-making through an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The Performance Management System for the eMadlangeni Local Municipality is guided by the following principles:

Simplicity

The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

Politically acceptable and administratively managed

The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.

Implementable

Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.

Transparency and accountability

The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.

Efficient and Sustainable

The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner

Public participation

The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.

Integration

The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.

Objectivity

The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.

Reliability

The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

ORGANISATIONAL PERFORMANCE AND MANAGEMENT SYSTEM

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management.
- The IDP is linked to the PMS and as well as the five national KPAs being:
 - Infrastructure and Basic Service Delivery
 - Socio-Economic Development and Local Economic Development (LED)
 - Institutional Transformation
 - Good Governance and Public Participation
 - Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

OPERATIONAL AND CAPITAL BUDGET OF PROGRAMMES AND PROJECTS – PER DEPARTMENTS

The departmental capital programmes and projects have been broken down per quarter in terms of the activities to be undertaken as from the **1 July 2026 to 30 June 2027**. and also the expenditure patterns thereof for each programme and project. Through this format, it becomes easier for the

municipality to monitor performance of the departments in relation to the quarterly, mid-year and annual targets to be achieved. This format provides a basis for performance appraisal for the municipality as a whole for departments, senior managers and staff with a clear sense of purpose of the corporate goals. The **2025/2026** amended scorecard (**28 February 2026-30 June 2026**) is included as part of the IDP. The new scorecard for **2025/26** financial year is due 28 days after the adoption of the budget as set out by Section 53 of the MFMA.

ROLES AND RESPONSIBILITIES IN OPMS

ROLES AND RESPONSIBILITIES IN ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEMS	
Municipal Council	Approving the PMS, monitoring and reviewing the IDP in terms of the PMS.
Councillors	Encouraging the community to involve themselves in the development, implementation and review of the municipality's performance management system and, in the setting of appropriate key performance indicators and performance targets for the municipality. Providing input into the development and implementation of the PMS and the annual performance report.
Executive Committee and Portfolio Committees	Decide on the PMS process. Nominate persons to 'drive' the PMS process, monitor the development, implementation and management process.
Municipal Manager	Overall management and coordination responsibility to ensure that all relevant role-players are involved and that the process is proceeding as planned.
IDP/PMS Manager	Day to day management of the IDP and PMS; fulfil the role of the "Performance Champion".
IDP/PMS Technical Committee /Task Team	Development and implementation of the PMS. Summarising and processing inputs from the consultative process.
Facilitators (Either from internal resources or contracted)	Methodological guidance, facilitation of planning workshops, documentation and special studies.
Municipal Officials (Heads of Departments and Senior Officials)	Providing technical and sector expertise and information relating to performance measures and targets. Implement and manage the PMS in their departments.
Internal Auditor	Auditing performance measures.

MEASUREMENT AND ANALYSIS

Measurement and analysis will be the responsibility of respective line managers. Certain baseline data is not available on an annual basis (e.g. access to basic services), and surveys will therefore need to be conducted. It was suggested that the following annual surveys should be required:

- A customer satisfaction survey (involving households and businesses in eMadlangeni) and an employee satisfaction survey (conducted internally).
- A basic socio-economic survey to measure access to services and other indicators. Co-ordination of measurement and analysis of the surveys should be the responsibility of the Municipal Manager's office.

PERFORMANCE REPORTING AND REVIEWS

Council will need to set up reporting and review processes, which will involve the following:

- Exco Review (quarterly).
- Council Reviews (bi-annually).
- Community (Biannually)
- Public Review should be provided through an annual public report.

ANNUAL PERFORMANCE REPORT

A municipality is required to prepare an Annual report in terms of Section 121 Of the Municipal Finance Management Act (MFMA) No 56 of 2003. The purpose of an annual report is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made thorough the year.

ORGANISATION KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Progress will be measured through organizational key performance indicators linked to departmental indicators. In the SDBIP organizational key performance indicators are presented at an annual and quarterly level. Departmental indicators are broken down into monthly indicators, which are monitored and reported on a monthly basis at the meetings of the operational management committee.

The key performance indicators of the municipality, authorized by the Minister in terms of Section 43 of MSA, should include the salient Key Performance Indicators. It also shows the relationship between the municipality's strategic development objectives as espoused in Chapter Three and the Key Performance Indicators for eMadlangeni Local Municipality.

Key Performance Area Salient Key Performance Indicators	Key Performance Area Salient Key Performance Indicators
Good governance	Job creation - The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.

Institutional Development and Transformation	Employment Equity – the number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality’s approved employment equity plan. Skills Development – the percentage of a Municipality’s budget actually spent on implementing its workplace skills plan.
Financial viability and sustainability	Budget – the percentage of the Municipality’s capital budget actually spent on capital projects in terms of the IDP. Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage
Infrastructure Planning and Development	Access to basic services – the percentage of households with access to basic levels of water, sanitation, electricity and solid waste removal.
Local economic development	Income and access to free basic services – the percentage of households earning less than R3 500-00 per month with access to free basic services.

H.2 2024/25 Auditor General Report on Performance Management

The Auditor General did not identify any material findings on the reported performance information for the selected indicators. The annual performance report includes information on reported achievements against planned targets and provides the measures taken to improve performance.

H.3 BACK TO BASICS

The Local Government Back to Basics programme (B2B) was initiated by the National Department of Cooperative Governance and Traditional Affairs (COGTA), the EMadlangeni Local Municipality is adhering to B2B by responding to all B2B pillars on the quarterly basis. This programme is founded on the following pillars:

- Put people and their concerns first and ensure constant contact with communities through effective public participation platforms. This is the essence of our ‘back to basics’ approach.
- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
- Ensure sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

I. SECTOR INVOLMENTS

Government is still faced with a challenge with regards to the participation by sector departments in the IDP planning processes. The level of participation is too low resulting in some sector departments not submitting their projects. The following are the only sector departments who have submitted their planned programmes and projects in the IDP Representative Forum meetings held on 30 November 2023 and 08 March 2024.

2025/26 EMADLANGENI LOCAL MUNICIPALITY DEPARTMENT OF EDUCATION PROJECT LIST

SCHOOL NAME	PROJECT STATUS	SUB PROGRAMME	BUDGET PROGRAMME NAME	CONSTRUCTION COSTS
Emalahleni Combined School	Design	Water & Sanitation	Upgrade and Additions	R8 960 115
Emalahleni Combined School	Project Initiation	Repairs and Renovations	Renovations, Rehabilitation or refurbishments	R4 000 000
Emxhakeni Intermediate School	Project Initiation	Upgrades and additions	Upgrades and additions	R5 000 000
Isibonelesihle Combined School	On hold – Low enrolment	Water and Sanitation	Upgrades and additions	R6 821 812
Izimbuthu Intermediate School	Design	Early Childhood Development (Grade R)	Upgrades and additions	R 5 559 607
Kwamagidela Secondary School	On hold – Low enrolment	Storm Damage Programme	Maintenance and Repairs	R6 185 142
Lembe Combined School	On hold – Low enrolment	Water and Sanitation	Upgrades and Additions	R8 521 626
Lembe Primary School	On hold – Low enrolment	Storm Damage Programme	Maintenance and Repairs	R 6185 142
Emadlangeni Primary School	On hold – Low enrolment	Storm Damage Programme	Maintenance and Repairs	R 6 185 142
Ngcaka Combined School	Design	Floods Damaged	Renovations, Rehabilitation or refurbishments	R5 991 234
Ngcaka Combined School	Design	Water and Sanitation	Upgrades and Additions	R6 259 627
Nhlazadolo Combined School	On hold – Low enrolment	Storm Damage Programme	Maintenance and Repairs	R6 135 142

Utrecht Primary School	Design	Storm Damage Programme	Renovations, Rehabilitation or refurbishments	R 12 941 910
Utrecht Primary School	Design	Early Childhood Development (Grade R)	Upgrades and Additions	R 269 379
Utrecht Primary School	Project Initiation	Upgrades and Additions	Upgrades and Additions	R1 599 900
Waihoek Primary School	Design	Storm Damage Programme	Maintenance and Repairs	R6 164 241

DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM & ENVIRONMENTAL AFFAIRS 2025/26

PROJECT	DESCRIPTION	BUDGET
Balele Game Park	Refurbishment – Phase 2	R4 500 000
EMadlangeni 1000 Jobs on Waste Management	20 People	R188 053.14
Mgundeni Invasive Plants Clearing	Invasive Plants Clearing	R520 000.00
Bio-gas feasibility (Through UNEP)		Budget not confirmed

DEPARTMENT of HEALTH 2025/26

Institution	Project Description	Estimated Costs	Estimated Completion
Niemeyer Hospital	Replace old corroded iron in Block A, medical and Dental Flat and paving of parking bays.	R480 000	March 2025

NIEMEYER GATEWAY HOSPITAL

1. 16th June 2026 – Youth day
2. 21 to 27 June 2026– SANCA Drug Awareness Week
3. 18th July 2026 – Nelson Mandel International Day
4. 09th August 2026 – National Women’s day
5. 25th November 2026 to 10th of December 2026 – 16 days of Activism for No Violence Against Women and Children

AMAJUBA DISTRICT MUNICIPALITY

AMAJUBA DDM CATALYTIC PROJECTS

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
ECONOMY					
Hemp Project including Cannabis Produce (Medicinal Plants)	R0	Amajuba DM DARD Private Sector	Various wards in the District (Traditional Authority Areas)	To Be Confirmed	This Project is in the early phases. A MOU signed and approved by Council. This involves a Public Private Partnership to develop hemp in Traditional Areas.
Special Economic Zone Establishment (Textiles)	R20 million	Amajuba DM Newcastle LM EDTEA	Section 6 Ithala Industrial Area Madadeni Ward 19	TBC	Phase 1 – 90%
Upgrade Newcastle Airport	R16 000 000,00 (Runway) R2 000 000,00 (Lights)	Amajuba DM Newcastle LM CAA EDTEA	31	TBC	The Airport's revamp was completed in 2019, thereafter, KZN EDTEA has granted NLM with grant funding for infrastructure upgrade such as the following; a) Replacement or upgrade of existing Municipal airfield ground lighting

		Private Sector			equipment; We have acquired R2 000 000,00 for the project. b) Resealing of the Airport runway; We has acquired R3 000 000,00 for the first phase of the project
Chemical Incubation hub	R4500 000,00	Amajuba DM EDTEA	Section 6 Ithala Industrial Area Madadeni Ward 19	10 after completion	100%
Balele Game Park refurbishment phase one, two and phase three funded by KZN EDTEA tourism section.	R9.5 mil (R2 mil + R4.5 mil + R3 mil)	EDTEA and Emadlangeni	02		1. Presently they are at almost at 60% with phase two. 2. New structures are being built at Balele Game Park. 3. Phase three will commence beginning of February, they were aiming to complete all these projects by the end of June this year, 2025.

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOB	PROGRESS MAY 2025
Wyhoek Wind Farm	R0	eMadlangeni LM Amajuba DM EDTEA, NERSA, ESKOM	Ward 6	TBC	This is a Public Private Partnership. The SPLUMA and EIA processes concluded. Public facilitation is currently underway. Construction date still to be confirmed
Skills Audit	R0	Amajuba DM EDTEA	N/A	N/A	Skills audits are typically conducted in communities to ascertain the level of skills available. Such audits help identify gaps in required competencies, after which appropriate capacity-building interventions can be designed. This will facilitate targeted training programmes that will proactively develop capacity in key sectors identified. No progress has been made against this project to date.
Developer Contribution Policy Coupled with Investment Framework	R0	Amajuba DM Newcastle LM EDTEA COGRA	Newcastle eMadlangeni	N/A	NEWCASTLE Municipality has been in discussions with DBSA to fund such a project. Business Retention Policy has been developed. EMADLANGENI Emadlangeni has developed and adopted an eMadlangeni investment Directory

Red Tape Reduction	R0	Newcastle LM EDTEA, COGTA	Newcastle	TBD	a) Amajuba District has appointed Skhunyatana Consulting to undertake a feasibility study for the establishment of a district development agency. b) The concept of a 1-stop shop is to provide information for setting up a business in line with bylaws and legislation requirements for businesses to abide by. Currently in the process of seeking a potential venue to house the one stop shop; Newcastle Municipality is currently aiming to assist in this regard. c) Business Environmental Index study which is undertaken by The department of Economic Development, Tourism and Environmental Affairs whom has appointed a consultant (Growth Map) to collate data pertaining to the challenges and opportunities of local business. Growth map will thereafter provide a report which will gauge their findings to assist with recommendations for the ease of doing business. The report has been completed.

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
INFRASTRUCTURE PROVISION					
Bulk Water Supply Goedehoop Housing Project (Phase 2) - Utrecht WWTW	R59,276,694	Amajuba - MIG	Ward 2 eMadlangeni	TBC	Internal road layerworks are in progress. Water and sewer pipe excavation and laying is in progress. Staff facilities building is at roof height, activated sludge reactor, clarifiers, sludge drying bulk excavation in progress. The project is now at 21% complete.
Hilltop Settlement Reservoir Water Reticulation	R70,315,065	Amajuba - MIG	Ward 3, 7 and 12 Dannhauser	TBC	The major outstanding activities include: Pipe disinfecting and manhole. The project is 97% complete.
Installation of VIP Toilets in Newcastle Settlements- Phase 1	R 70 000 000,00	Newcastle - WSIG	Newcastle - Various wards	TBC	Expenditure to date for 24/25 FY (VAT Incl.) is R59 348 242,68
AC Pipe Replacement and Associated	R 25 593 464,64	Newcastle – MIG	Newcastle - Various wards	TBC	Expenditure to date for 24/25 FY (VAT Incl.) is R12 029 831,27

Blaauwbosch Bulk Water Project	R 13 861 774,36	Newcastle – MIG	6, 12, 15, 16, 18	TBC	The project is 78% complete. Contractor was terminated. Bids for new Contractor exceeded the available budget Consultant to review the project scope
Emergency Water Supply to Ramaphosa, Hilltop & Skombaren	R178,135,535	Amajuba - WSIG	Dannhauser ward 1,2,3,7	TBC	Reservoir sub-drainage, scour and overflow chamber casting completed, surface bed & column casting complete. Reservoir wall shuttering in progress, Pumpstation brickwork in progress, 8km pipeline excavation and laying in progress. The project is 49% complete

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOB	PROGRESS MAY 2025
SERVICES					
Groenvlei Agri-village	R150 000.00 For Basic Assessment by eMadlangeni (Complete)	OTP, DARD, COGTA, EDTEA, Amajuba DM, eMadlangeni LM	Ward 5	TBC	TBC
Medical City	R250 million	Newcastle LM DOH Private Sector	Newcastle Ward 34	TBC	The project is aimed at diversification of medical services within Newcastle. The current status; Newcastle has completed the extension of Hastie Street in 2022/23. This unlocked twenty (20) developable properties within the precinct. Since, all properties have been advertised for sale. The Municipality is currently disposing land for development of up-market offices in the Medical City and the Equarand Precinct.

Development of a new Private Hospital	R0	Newcastle LM DOH Private Sector	Newcastle Ward 34	TBC	The SPLUMA application has been approved. The municipality is still in discussions with the potential developer regarding the finalization of the sale of the land.
MPCC/ Thusong Centre Implementation	R0	COGTA DSD DARD DSAC	TBC	TBC	This has not commenced and will be initiated in the medium to long term.

PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOBS	PROGRESS MAY 2025
GOVERNANCE					
Shared Service Centre	Operational	COGTA Amajuba DM Newcastle LM Dannhauser LM eMadlangeni LM	All	3	AMAJUBA DM 1. 3 staff at the Amajuba DM fulfill the role for shared services in planning and GIS. 2. A JMPT established at the Amajuba DM. 3. Funding solely for the Shared Service provided by the ADM

DEPARTMENT OF HOME AFFIARS

EMadlangeni Local Municipality does not have a stationed Service Office for Home Affairs however the mobile is visiting the municipality every **Tuesdays** for the community to access Home Affairs Services.

DEPARTMENT OF HUMAN SETTLEMENTS 2025/26

Pipeline Projects - Dannhauser

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Dannhauser Urban Project	600	2	Serviced sites FLISP Flats	• Municipality submitted IDP extract in July 2024 • Awaiting for Bulk confirmation
2	Skobharien	1800	1	IRDP (Urban)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects.
3	Inkosi Gule Rural	2500	4&6	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
4	KwaMdakane Rural	1800	7	IRDP (Rural)	Consultation meeting between the Dannhauser LM and the Landowners is still in progress.
5	Mbabane Rural	2500	5&12	IRDP (Rural)	Consultation meeting between the Dannhauser LM and landowners still in progress.
6	Nellievalley	1800	11	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects
7	Verdriet	2500	3	IRDP (Rural)	Municipality to engage and facilitate consultation processes with Land Owners to avoid social challenges before the commencement of the projects

Pipeline Projects – Emadlangeni

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Kingsley (Agri-village)	200	6	TBC	• Awaiting Municipal Request
2	Kwanzima Housing Project	TBC	1	TBC	Awaiting Municipal Request
3	Erf 10000 (Balele estate)	30	6	TBC	Awaiting Municipal Request
4	Erf 10000 (Middle income housing)	200	2	TBC	Awaiting Municipal Request
5	Amantungwa Housing Project	TBC	5	TBC	Awaiting Municipal Request
6	KwaNdlamlenze Housing Project	TBC	1	TBC	Awaiting Municipal Request
7	Waihoek Housing Project	TBC	2	TBC	Awaiting Municipal Request

Pipeline Projects – Newcastle

NO.	HOUSING PROJECTS	UNITS	WARD	PROGRAMME	Progress
1	Wyekom	300	1	ISU	- Municipality has acquired land - Awaiting for Bulks Confirmation from the Municipality
2	Ingogo	1000	1	ISU	- No IA appointed. Municipality is not ready to implement the project due to bulks. - Municipality is in a process of purchasing this farm
3	Bosworth	1200	20	ISU	- DoHS is conducting a second valuation on the site as owners disagree with the original price - To be implemented once land has been purchased
4	Amajuba Forest	800		ISU	- Municipality is in a process of purchasing this farm - Settlement is fast growing
5	Ncandu Extention	391		Serviced Sites	Awaiting for Stage 1 Request from the Municipality.

Disctrict Budget

MUNICIPAL BUDGET	
	DRAFT BUDGET 2025/2026
Newcastle	R119 009 425,00
Dannhauser	R86 800 489,00
eMadlangeni	R5 691 771,5
Total	R211 501 686,50

Construction of Top Structure

#	MUNICIPALITY	HOUSING PROJECT	TYPE	UNITS	STATUS	DRAFT BUDGET 25/26
1.	EMADLANGENI	Goedehoop - Phase 1	Urban	596	• Registration of title deeds.	R54 000,00
2.	DANNHAUSER	Dannhauser - Phase 1	Urban	1000	• Construction of Top Structure underway • 35 Units Completed	R23 235 000,00
3.		Philip	Rural	1800	• Construction of Top Structure underway • 300 Units Completed	R17 255 000,00
4.		Mafahlawane and Nkanini	Rural	1800	• Construction of Top Structure underway • 242 Units Completed	R18 000 000,00
5.		Buhlebomzinyathi Rural HP	Rural	2500	• Construction of Top Structure underway • 1000 Units Completed	R18 270 000,00
6.		JBC Phase 1	Urban	2518	• Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R14 100 000,00
7.	NEWCASTLE	Charlestown Housing Project	Urban	1200	• Construction of Top Structure underway • 300 Units Completed	R650 000,00
8.		Fairleigh /siyahlala-la	Urban	1205	• Construction of Top Structure underway • 956 Units Completed	R8 578 200,00
9.		Khathide Phase 2	Rural	220	• Construction of Top Structure underway • 214 units completed	R200 000,00
10.		Emawozeni- Phase 1	Rectification - Urban	55	• Construction of Top Structure underway • 0 Units Completed	R13 500,00
11.		Strijbank - Phase 1	Urban	247	• Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R8 010 167,00
12.		H-39	Urban	923	• Construction of Top Structure underway • 113 Units Completed	R7 586 000,00
13.		Removal of Asbestos	Urban	700	• Contract has been concluded. IA is conducting pre construction activities. Construction will commence in April 2025.	R7 205 200
Total						R124 557 667,00

Construction of Top Structure Budget

MUNICIPAL BUDGET	
	DRAFT BUDGET 2025/2026
Newcastle	R38 533 500,00
Dannhauser	R84 770 167,00
eMadlangeni	R1 254 000,00
Total	R124 557 667,00

DEPARTMENT OF AGRICULTURE PROGRAMMES AND PROJECTS FOT 2025/2026 FINANCIAL

YEAR

- Food Security: R1- R49 999.00
- Awaiting Budget Allocation
- Mushrooms (provision of substrate to two projects).
- 1household:1 garden
- 1household:1 ha
- Water tanks
- Seeds & Seedlings
- Garden tools
- Comprehensive Agricultural Support Programme: National DARDLR finalizing list of approved projects
- Smallholder production (R50 000.00- R5 000 000.00)
- Infrastructure, livestock, irrigation, tunnels
- Commercial production (R5000 000.00 and above)
- Agri hubs, jobs funds
- Farmer Support
- Placement of Agricultural Graduates in Farms
- Currently 11 graduates placed at Geelhoutboom, Ekuphileni (Waaihoek), Mkhonza, CSPS Poultry Farm and Amahlubi Farming
- 5 Land Reform and Rural Development AAP (Agricultural Assistant Practitioners) placed at the Emadlangeni Local Office
- CASP direct funded projects 1. Cebolakhe - R 15 000 000
2. Amahlubi – R 6 800 000

Ilima Letsema

- Mechanization(ploughing/ ripping, discing, planting, fertilizer spreading/spraying)
- Budget 2023/2024: R6 500 000.00 (District)
- 1900 planned ha 2023/2024 (Service Providers & Communal Estates)
- 1653ha (service providers)

Agri-Village (Farm Dweller Support)

- Infrastructure : fencing -15 households
- Budget: R450 000.00
- Subsistence food security -Seeds & Seedlings: R175 000.00

ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS.**2024/25 BUDGET ALLOCATION FOR IASP EPWP ALIEN PLANT CLEARING PROJECTS**

Project name	District municipality	Local municipality	Wards target	Budget allocated	Allocated EPWP contractors	Job to be created	comments
Mgundeni IAS Project	Amajuba	Newcastle	1	R813 000,00	2	102	Additional 51 participants were recruited as part of contingency plan in 2023/24 and will be retained going forward.

QUARTER 4 PROJECTS PROGRESS REVIEW 2025/2026

DDM ONE PLAN PROJECTS	Balele Game Park					
Description	Activities	District/Spatial location	Budget/Expenditure	Implementing Agent	Stakeholders/Partnerships	Milestones/Operationalisation
Tourism project	The refurbishment of tourism infrastructure, repair and upgrading of swimming pools,	Amajuba Emadlangeni Local Municipality	R4.5Mil	Emadlangeni municipality	COGTA EDTEA Amajuba DM Emadlangeni LM	The project has commenced implementation for phase 2 and planning for phase 2B is underway

	installati on of signage, refurbis hment of the entrance gate block, and; Provisio n of furnitur e and décor and other amenitie s within the park					

Department of Transport Projects 2025/26 projects

Betterment & Regravelling Projects 2024-2025

ITEM	PROJECT NAME	SERVICE PROVIDER	DISCIPLINE	ACTUAL PROJECT COST	START DATE	COMPLETION DATE	AREA OFFICE	CURRENT STATUS
8	BETTERMENT & RE-GRAVELLING P269	JAHA THE GREAT TRADING	Civil	R 4 382 745.47	16-Oct-24	16-Apr-25	UTRECHT	100% Complete
9	BETTERMENT & RE-GRAVELLING L2413	BHIYOZA TRADING CONSTRUCTION	Civil	R 1 829 695.77	21-Aug-24	30-Mar-25	UTRECHT	100% Complete
10	BETTERMENT AND GRAVELLING P42	2 GOOD FARMING AND AGRICULTURE	Civil	R 6 681 919.66	29-Nov-24	30-Apr-25	UTRECHT	100% Complete
11	BETTERMENT AND GRAVELLING D699	NKABAYEZE CIVILS	Civil	R 2 964 515.04	29-Nov-24	30-Apr-25	UTRECHT	100% Complete
12	BETTERMENT AND GRAVELLING L1429	FAIRMAN LULAMA PROJECTS	Civil	R 4 948 123.09	10-Nov-24	15-Apr-25	UTRECHT	100% Complete
13	BETTERMENT & RE-GRAVELLING P43	MJ CONSTRUCTION	Civil	R5 537 652,36	14-Oct-24	28-Feb-25	UTRECHT	100% COMPLETE
14	BETTERMENT & RE-GRAVELLING L1431	ZIYAMASHA	CIVIL	R1 829 695	13-Sep-24	27-Nov-24	UTRECHT	100% COMPLETE
15	BETTERMENT & RE-GRAVELLING P307	SINDWEZAMA	CIVIL	R3 930 444	17-Sep-24	13-Dec-24	UTRECHT	100% COMPLETE
16	BETTERMENT & RE-GRAVELLING D673	GWINYIZINTO	CIVIL	R4 627 089	04-Jul-24	17-Sep-24	UTRECHT	100% COMPLETE
17	BETTERMENT & RE-GRAVELLING P40	INABIZ	CIVIL	R14 037 035	27-Jul-23	17-Oct-24	UTRECHT	100% COMPLETE
18	BETTERMENT & RE-GRAVELLING L1428	IMBEWUYEZE	CIVIL	R9 426 508	11-Sep-23	11-Oct-24	UTRECHT	100% COMPLETE

ITEM	PROJECT NAME	SERVICE PROVIDER	DISCIPLINE	ACTUAL PROJECT COST	START DATE	COMPLETION DATE	AREA OFFICE	CURRENT STATUS
19	KINGSLEY BLADING ZONE-1	BSTSTRIVE PTY LTD	Civil	R980 490,00	20-Jan-25	18-Mar-25	UTRECHT	61% Complete
20	INGOGO BLADING ZONE-1	VEZISIPHO PTY LTD	Civil	R924 480,00	06-Feb-25	31-Mar-25	UTRECHT	33% Complete
21	INGOGO BLADING ZONE-2	YANOTHA INVESTMENT	Civil	R861 760,00	30-Jan-25	31-Mar-25	UTRECHT	61% Complete
22	UTRECHT BLADING ZONE-2	SIBONISO EXCLUSIVE	Civil	R972 400,00	N/A	N/A	UTRECHT	0% Complete
23	GROENVLE BLADING ZONE-1	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
24	GROENVLE BLADING ZONE-2	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
25	UTRECHT BLADING ZONE-1	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
26	KINGSLEY BLADING ZONE-2	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award

Blacktop Patching & Rut Repair Projects 2024-2025

Item	Activity	Number of Projects DC25	COMPLETED	IMPLEMENTATION	PENDING AWARD	Total Budget DC25
1	BLACKTOP PATCHING AND RUT REPAIR	04	02	02	0	R12 709 360,21
2	BETTERMENT AND GRAVELLING	11	11	0	0	R 60 195 422,39
3	BLADING	08	0	3	4	R 7 739 130,00
	TOTAL	23	13	5		R 80 643 912,60

ITEM	PROJECT NAME	SERVICE PROVIDER	DISCIPLINE	ACTUAL PROJECT COST	START DATE	COMPLETION DATE	AREA OFFICE	CURRENT STATUS
4	BLACKTOP PATCHING & RUT REPAIRS P41	SIYAJULUKA TRADING ENTERPRISE	Civil	R 3 679 133.50	22-Aug-24	30-Mar-25	UTRECHT	25% Complete
5	BLACKTOP PATCHING & RUT REPAIRS P37	MTHUQASE	Civil	R4 875 782,39	02-Oct-24	28-Feb-25	UTRECHT	40% COMPLETE
6	BLACKTOP PATCHING & RUT REPAIRS P420, P308, P565	NCIPHELA	Civil	R3 994 994.82	16-Oct-24	05-Dec-24	UTRECHT	100% COMPLETE
7	BLACKTOP PATCHING & RUT REPAIRS P34/2	CIVIL AND SUPPLY	CIVIL	R3 838 583,00	30-Jul-24	14-Oct-24	UTRECHT	100% COMPLETE

Blading Projects 2024/25

ITEM	PROJECT NAME	SERVICE PROVIDER	DISCIPLINE	ACTUAL PROJECT COST	START DATE	COMPLETION DATE	AREA OFFICE	CURRENT STATUS
19	KINGSLEY BLADING ZONE-1	BSTSTRIVE PTY LTD	Civil	R980 490,00	20-Jan-25	18-Mar-25	UTRECHT	61% Complete
20	INGOGO BLADING ZONE-1	VEZISIPHO PTY LTD	Civil	R924 480,00	06-Feb-25	31-Mar-25	UTRECHT	33% Complete
21	INGOGO BLADING ZONE-2	YANOTHA INVESTMENT	Civil	R861 760,00	30-Jan-25	31-Mar-25	UTRECHT	61% Complete
22	UTRECHT BLADING ZONE-2	SIBONISO EXCLUSIVE	Civil	R972 400,00	N/A	N/A	UTRECHT	0% Complete
23	GROENVLE BLADING ZONE-1	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
24	GROENVLE BLADING ZONE-2	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
25	UTRECHT BLADING ZONE-1	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award
26	KINGSLEY BLADING ZONE-2	N/A	Civil	R1 000 000,00	N/A	N/A	UTRECHT	Pending Award

PLANNED DEPARTMENT OF TRANSPORT PROJECTS 2025/26

ITEM	ACTIVITY	NUMBER OF PROJECTS DC25	BUDGET
1	BLACKTOP PATCHING	5	R 8 387 674,97
2	BETTERMENT AND GRAVELLING	8	R 25 292 961,22
3	BLADING	9	R 9 000 000,00
4	ZONAL CONTRACTS	3	R15 000 000,00
5	CRACK SEALING AND FOGSPRAY	1	R 602 216,33
6	ARMCO REPLACEMENT	1	R 19 026 48,68
	TOTAL	27	R 60 185 501,20

Department of Transport Challenges

CHALLENGES	PROPOSED SOLUTIONS
Unavailability of quarry material.	Department is working on obtaining environmental authorizations for various borrowpits within eMadlangeni Local Municipality
Contractors not performing as per allocated projects time frame	Districts are engaging with service providers monthly on problematic projects
Illegal encroachment on road reserve	Proper application processes through the department, community awareness

OPERATION SIYAZENZELA:

- MEC Programme – aiming at reducing the backlog in the maintenance of roads.
- Grouping of departmental staff (driver/operators, Field Support Officers and Mechanical artisans) from the region to form teams that will work in different areas per district under different municipalities at once doing road maintenance in different wards.
- The programme will be rotating in all three district municipalities with Ladysmith Region (Uthukela, Umzinyathi, Amajuba)

OPERATION VALA AMAPOTHOLES:

- MEC Programme – launched on 9 May 2022 aiming at reducing the backlog in the maintenance of roads.
- Using EPWP Youth programme for skills development to close potholes on our blacktopped roads.
- The programme is aimed at making safe our blacktopped roads for the public.

OPERATIONAL CHALLENGES:

- Drought / Heavy rains causing flood damages road infrastructure
- Road furniture theft, e.g. guardrails, road signs, poles and posts which is due to criminal activities.
- Shortage of suitable quarry materials.
- Unavailability of quarry due to refusal by land owners leading to movement / relocation of projects to other areas with available material.
- Delays in projects due to inexperienced emerging contractors – non visibility of contractors due to subcontracting of projects.
- Delays in the implementation of projects and construction material purchases due to lengthy SCM processes.

CURRENT AND COMMITTED SLP PROJECTS 2025/26 FINANCIAL YEAR

KARIBOO COLLIERY MINE

Kariboo Colliery SLP Budget	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Totals
HRD: AET (mine)	R12 439	R12 439	R12 439	R12 439	R12 439	R62 195
HRD: AET (community)	R12 439	R12 439	R12 439	R12 439	R12 439	R62 195
Internal Bursaries: refer to SLP Budget summary Table 29C	R24 878	R24 878	R24 878	R24 878	R24 878	R124 389
HRD: Mentorship	Internal Operational Costs					
HRD: Secondary Education - Learners	R24 878	R24 878	R24 878	R24 878	R24 878	R124 389

HRD: Tertiary Education – Artisans	R110 421	R141 292	R124 389	R124 389	R124 389	R624 881
HRD: Tertiary Education – Graduates	R0	R155 487	R155 487	R155 487	R155 487	R621 946
External Bursaries: refer to SLP Budget summary Table 29C	R135 299	R321 657	R304 754	R304 754	R304 754	R1 371 217
HRD: Portable Skills	R53 643	R53 643	R53 643	R53 643	R53 643	R268 214
Mining SETA 29C	R0	R53 643	R53 643	R53 643	R53 643	R268 214
Table10: Human Resources Development	R213 820	R453 820	R436 917	R436 917	R436 917	R2 032 034
SLP Account / Year	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Totals
LED: Poverty Alleviation: Socio-economic development through ecotourism - Balele Game park	R44 203	R794 203	R544 203	R674 203	R674 203	R2 731 015
LED: Infrastructural Project: First phase Biomass Electrification (gasification) exercise	R44 203	R544 203	R811 106	R681 105	R681 105	R2 761 722
LED Projects	R88 406	R1 338 406	R1 355 309	R1 355 308	R1 355 308	R5 492 736
Management of downscaling (per annum)	R7 774	R7 774	R7 774	R7 774	R7 774	R38 872
Total SLP Budget per annum for the five-year period	R310 000	R1 800 000	R1 800 000	R1 800 000	R1 800 000	R7 510 000

UITKOMST COLLIERY MINE PROJECT	VALUE
Emergency Service Centre	R3 700 000

IDWALA COAL MINE (PTY) LTD					
Project	Financial Year and estimated Budget				Total Budget
	2023	2024	2025	2026	
Rehabilitation of Electricity Infrastructure	R500 000	R500 000	R500 000	R500 000	R2 000 000
Installation of LED street lights in Utrecht Town	R125 000 X 13 Units	R125 000 X13 Units	R125 000 X13 Units	R125 000 X13 Units	R500 000
Drilling of Boreholes in Ward 1, 3,4 & 6	R150 000	R150 000	R150 000	R150 000	R600 000
Scholar Transport and Uniform to communities neighbouring the mine	R250 000	R250 000	R250 000	R250 000	R1 000 000

ZENZELE AMAJUBA HORSE CARNIVAL			
PROJECT NAME	PROJECT TYPE	ESTIMATED BUDGET	WARD
Zenzele Amajuba Horse Carnival	Amajua Rural Horse Racing Empowerment Programme	R 825 000	02 & 05

SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) PROJECT

- SASSA will host the Integrated Community Registration Outreach Programm

H.10.4 Municipal Projects (MIG & INEP)

H.10.4.1 AMAJUBA DISTRICT MUNICIPALITY

CAPITAL PROJECT PROGRESS REPORT:2025/26 FINANCIAL YEAR 31 JAN 2026

N o.	Project Name	Original Budget	Expenditure (Vat Inclusive)	Outstanding (Vat Inclusive)	%	Contract Amount	Project Wards	Engineering Consultants	Contractor	Project Start	Project End	Actual completion Date	Progress	Challenges	Proposed Solution
MIG															
1	PMU Administration	R2 325 818	R1 607 588	R718 230	69 %	N/A	N/A	N/A	N/A	2023/07/01	2024/06/30	2024/06/30	Implementation. On-going	Nil	
2	Emadlangeni Sanitation	R15 000 000	R10 924 376	R4 075 624	73%	R38 000 212	eMadlangeni Ward 1,3,4,5, 6	Internal	Mybuk o Trading & Godide Engineering	21-Jun-23	30-Aug-24	30-Aug-24	The project was separated into 3 contracts. Contract 1 has an allocation of 719 VIP units. Contract 1 is at practical completion, with the contractor	Procurement of VIP structures by the contractors	ADM has entered into cessions with the supplier of the VIP structure to assist the contractors with the procurement of the units

													r finalising the signing of the happy letters. Contract 2 has an allocation of 792 VIP units. Contract 2 has established on site. Contract 3 has an allocation of 927 VIP units. Contract 3 has established on site. Overall construction progress is at 30%.		
3	Bulk Water Supply Goedeh	R17 323 270	R9 692 871	R7 630 399	56%	R59 276 694	Ward 2 eMadlangeni	Sivest Engineers	Udah Contruction	21-Jun-23	28-Feb-25	28-Feb-25	Internal road excavations are in	Not much work was done in	A meeting will be held mid

	oop Housing Project (Phase 2) - Utrecht WWTW												progress. Water and sewer pipe excavation and laying is in progress. Works on the staff facilities, activated sludge reactor, clarifiers, sludge drying bed have commenced. The project is now at 14% complete.	the month of January due to the rains that flooded the excavations. The major activity was clearing of the water from excavations	month to check on progress.
4	Hilltop Settlement Reservoir Water Reticulation	R664 000	R568 100	R95 900	86%	R70 315 065	Ward 3, 7 and 12	Royal Haskoning DHV	Khabe ni Project enterprise	15-Jun-20	30-Jun-22	28-Feb-24	The major outstanding activities include: Pipe pressure	The contractor has failed to achieve practical completion	The works have been handed over to a subcontractor

													testing & disinfecting, directional drilling and pipe route markers. The project is 90% complete	on by 15 Dec 2023 as he committed to.	actor. Engineer awaits the program and commencement of works by the subcontractor
5	Upgrading of Paving Area at Amajuba Disaster Management Centre	R2 000 000	R4 639 474	-R2 639 474	232 %	R9 263 909	Amajuba DM, Ward 22	Vumesa	Vumesa	23-Aug-23	03-Mar-24	01-Jul-24	Establishment is 100% complete, Earthworks is 100% complete, Selected layer is 100% complete, Subbase layer is 100% complete, Base layer is 60% complete, Paving is 0% complete,	Quality of workmanship	Contractor is required to do QA testing

													Kerbing is 0% complete. The overall completion of the project is 65% complete.		
6	Construction of Groenvlei WTW & Bulk Water	R0	R0	R0	#DIV/0!	N/A	NA	Mthabeleni Consulting	NA	NA	NA	NA	PSP appointment has been finalised.	The PSP has had a delay in finalising his business plan due to information required from DHS regarding the number of future households the business has to cater for	The engagement with DHS is on going. The matter has been raised on meetings held with DHS and will be discussed on the upcoming meeting

7	Zaaihook WTW & Bulk Water Supply	R2 972 082	R0	R0	0%	N/A	eMadlangeni ward	Inguni Consulting	NA	NA	NA	NA	The business plan was submitted to DWS for funding	MISA and DWS comments was that the municipality is overcommitted with the current projects	Amajuba DM has submitted business plan to DWS with the intention that the project be financed by CoGTA. SAC meeting has been scheduled by DWS on 12 Feb 2024
8	Sewer AC Pipeline Replacement in Dannhauser & Durnacol	R1 409 030	R0	R1 409 030	0%	N/A	Dannhauser Ward 2	JTN Consulting Engineers	NA	NA	NA	NA	DWS requested some editions and thereafter submit the final business plan	Submission of a sound business plan for funding	The business plan has been submitted to DWS. SAC meeting has been

															schedule d by DWS on 12 Feb 2024
9	Water AC Pipeline Replace ment in Utrecht	R3 628 800	R0	R3 628 800	0%	N/A	eMadla ngeni Ward 2	uMvulo Consult ing Engine ers	NA	NA	NA	NA	The business plan was submitted to DWS for funding	MISA and DWS comment s was that the municipal ity is overcom mitted with the current projects	Amajuba DM has submiite d business plan to DWS with the intention that the project be financed by CoGTA. SAC meeting has been schedule d by DWS on 12 Feb 2024
	Total MIG	R45 323 000	R27 432 409	R17 890 591	61 %	MIG									

	MIG Drawdowns	R37 800 000	R27 432 409	R10 367 591	73 %	MIG									
WSIG															
1	Re-furbishment of Water and Waste Water Treatment Plant - Utrecht WTW	R15 000 000	R12 491 419	R2 508 581	83%	R40 159 806	Ward 2 Utrecht	Bigen Consulting Engineers	Delacom Sakha Sakhile JV	01-Mar-22	30-Oct-23	30-Apr-24	Inlet works is at 75%, Chemical dosing building is at 89%, Filter block is at 55%, Chlorine building is at 95%, Operator facilities is at 80%, SCADA system is at 30%, Machine room is at 10%, General equipment is at 15%. The project	Contract or progress is behind program. The contractor has stated he has cashflow challenges. There was a burglary on site on 08 January 2024.	ADM has entered into cessions with the main contractors' suppliers to assist the contractor with the procurement of the required materials on site. A case was opened by the contractor at the police station.

													overall progress is 59% complete.		An incident report was submitted by the contractor. ADM requested a more detailed incident report from the contractor
2	Construction of Braakfontein Reservoir	R0	R0	R0	#DIV/0!	R59 913 612	Dannhauser, all wards	Royal Haskoning DHV	Umzul Project s JV Makhekhu	15-Jun-20	30-Aug-22	28-Feb-24	The project is at 98% complete. Major outstanding activities include: telemetry & testing of the reservoir.	Testing of the reservoir	The reservoir is currently being filled.
3	Emergency Water Supply to	R13 000 000	R9 334 215	R3 665 785	72%	R178 135 535	Dannhauser ward 1,2,3,7	Mariswre Engineers	Dawaila Group	20-Oct-23	20-Oct-25	20-Oct-26	Contractor is establishing on site	Rate of progress on the	The contractor was informed

	Ramaphosa, Hilltop & Skombar en												and delivering pipes to site. The project is 5% complete	works on site	of the expected rate of progress. Contractor has submitted a cashflow that is aligned to the required progress
4	Reduction of Non Revenue Water via reduction of real losses	R12 000 000	R188 831	R11 811 169	2%	R39 442 052	Dannhauser all wards, Emadlangeni ward 2	BVI Consulting	Notha Africa	30-Jun-22	01-Jul-25	01-Aug-25	The project is at 36% complete. The contractor continues to install meters in Utrecht	Identifying the correct areas to install meters	The CLO and the contractor to establish all areas that require meters and advise ADM
5	COVID-19 Intervention MIG/WSIG	R10 000 000	R2 751 386	R7 248 614	28%	R23 364 429	Dannhauser all wards	BVI Consulting	Mizane Engineering, Sinethemba Construction	2022/02/01	2023/06/30	2024/07/30	The project overall progress is 34% complete. Mizana	Tie-in at the valve kiosk and Braakfontein outlet upgradin	The contractor is to establish on site for commen

	Reprioritisation												Contract - Electricals at 51%, Outlet Upgrade at 1%, Flow Control Valve at 24%. Sinethemba Contract - Leake Testing & Repairs at 1%, Fairbreeze pumpstation inlet at 8%.	g. Commencement with the booster pumpstation	cing with the booster pump construction. The contract or awaits pipe fittings for upgrading at the Braakfontein outlet upgrade
6	Augmentation of Sewer System in Utrecht and Surrounding Areas	R0	R0	R0	#DIV/0!	N/A	Emadlangeni Ward 2	Ingerop	TBA	TBA	TBA	TBA	The technical report has been reviewed by MISA. PSP addressing the comments of MISA	Submission of a sound business plan for funding	Rectify the comments made by MISA and submit a business plan to funders

															for funding
7	Re-furbishment of Water and Waste Water Treatment Plant - Utrecht WTW - Phase 2	R0	R0	R0	#DIV/0!	N/A	Ward 2 Emadlangeni	Bigen Consulting Engineers	TBA	TBA	TBA	TBA	The business plan was submitted to DWS for funding	Submission of a sound business plan for funding	The business plan has been submitted to DWS, SAC meeting has been scheduled by DWS on 12 Feb 2024
	Total WSIG	R50 000 000	R24 765 851	R25 234 149	50 %	WSIG									
	WSIG Drawdowns	R46 600 000	R24 765 851	R21 834 149	53 %	WSIG									

H.10.4.2 EMADLANGENI LOCAL MUNICIPALITY PROJECTS

EMADLANGENI MUNICIPALITY – MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS 2025/26 FINANCIAL YEAR

Unfunded projects for 2025-26 road project (MIG)		
PROJECT NAME	WARD NUMBER	ACTUAL BUDGET
Luthilunye Access Gravel Road	01	R8 527 772.36 (Construction and Consultant)

Unfunded Project(s) as per the council resolution SP.COUN.2023.06.02 #A167/2023

Project Name	Ward
1. Kwamgadlela Road	Ward 4
2. Slagveld Road	Ward 6
3. Mpongoza Pedestrian Bridge	Ward 2
4. Dororhea Road	Ward 1
5. Ngodini Road	Ward 5
6. Nkululekweni Road	Ward 3

ROADS PRIORITY LIST

(MIG = 3 YEAR PLAN)

FINANCIAL YEARS :2024/25 - 2025/26

Ward	2024/25 FY	VD	Village/Isigodi	Length (km)
1	Year 1	Emathengeni Gravel access road		4
		Gelykwater	Esintabeni	5
		Ndlamlenze	Hlathikhulu	7
		Berouw	Dlamini mthandazi	1.5
		White City Sport Field	White City	
2		Utrecht Town	Loop Phase 2	0.7
		Utrecht Town	Scheepers	0.7
		Utrecht Town	Keerom	0.7
3		Nkululekweni	Mavaneyisini	3
		Vaalbank	Mathangini	4
4		Barroveltdt	Barroveltdt	15
		Mange	Mange	3
		Newlook	Eyingodweni to eyihlahleni to tar	15
6		Wit Umfolozi	Shikila ngaphesheya	2
		Waaihoek	Andries emasimini	2
	2025/26 FY			
1	Year 2	Lembe	Thuthuka	5
2		Utrecht Town	Naude	1.3
		Utrecht Town	Hugo	0.9
3		Emxhakeni	Jiyane	3
		Ndwakazane	Kamelboom	3
4		Reserve	Reserve	16
		Mgadlela	Mgadlela	5

5		Berouw	Crèche	2
		Emadlangeni 2	Eyimpambanweni kwaKhoza	1.5
6		Wit Umfolozi	Jagpat/Khanda	2.5
		Mancamane	Stol' esimhlophe	3
7		Luthilunye	Majalimaneni	5
	2026/27 FY			
1		Nzimane	Malinga/Sikoleni	3
2		Utrecht Town	Rissik	1.2
		Utrecht Town	Maarschalk	0.9
		Utrecht Town	Plein	
3		Mazambane	Alex	4
4		Mzinyashane	Mzinyashane	3
		Jerico	Jerico	10
5		Emadlangeni 2	Eziphambanyweni to	6
		Ngodini	Eyipolweni to Ngodini	5.5
6		Waihoek	Nquth' encane	1
		Mbathani	Nzima	5.5

INEP Projects

INEP PROJECT FOR 2023/24FY POSSIBLE ROLLOVER TO FOR 2024/25FY					
No	Project Name	Ward	Connections	Budget	Reasons for Rollover
1	Dorothea	1	155	R6 000 000.00	The total project cost is R16 863 682.84, while the funding received was R6 000 000.00.

					There is a shortfall of R10 863 682.84 and the application to request additional funding has been send to DMRE.
2	Blue Mountain Phase 2	4	56	R10 867 000.00	

INEP PROJECT FOR 2024/25FY				
No	Project Name	Ward	Connections	Budget
1	Luthilunye Phase 2	4	44	R7 493 000.00
2	Blue Mountain Phase 3	5	50	R8 025 000.00
TOTAL				R15 518 000.00

DISASTER ROADS PROJECTS 2023/24 FY POSSIBLE ROLLOVER TO 2024/25FY				
No	Road Projects	Ward	Project estimate in Rands (R)	Reasons
1	Re-gravelling of Dorothea access road	1	3 521 250.00	Delays in appointment of Contractors for the implementation of the projects
2	Re-gravelling of Vaalbank access road	3	2 615 028.00	

3	Re-gravelling of Reserve access road	4	3 912 500.00	due to huge number of bidders received (245 bidders) would force the projects to roll over to 2024/25 financial year. The construction works has not commence yet and we are one month away from the end of 2023/24 financial year.
4	Re-gravelling of Lenz access road	5	2 347 500.00	
5	Re-gravelling of Mlwane access road	6	2 738 750.00	
6	Rehabilitation of Keerom Street	2	3 387 972.00	
TOTAL			18 523 000.00	

DISASTER ROADS PROJECTS 2024/25 FY			
No	Road Projects	Ward	Project estimate in Rands (R)
1	No projects funding has been approved for 2024/25 financial year		
TOTAL			R0.00

Unfunded New Projects

PROJECT NAME	STATUS	ESTIMATED COST	FUNDED/NOT FUNDED
Rehabilitation of the eMadlangeni Electrical Infrastructure	Sourcing funding	R 19 000 000	NOT FUNDED
Utrecht Shopping Complex Development Project		Request for proposal	NOT FUNDED

UNFUNDED ELECTRIFICATION PRIORITY PROJECTS

No	Ward	Village/Area Name	Estimated Connections
1	1	Enzimane	70
2		Gelykwater	50
3		Kempslust	30
4		Jakobhisi	25
5		Ndlamlenze	70
6		Luthilunye	60
7	2	Mpongoza	20
8		Balgray / Vertevrede 53	85
9		Politiki	35
10	3	Mispa	120
11		Sandspruit	25
12		Mxhakeni	65
13		Qedidlelo	350
14		Nkululekweni	30
15		Ndwakazana	40
16		Four Plaas	20
17	4	Rooiwal	60
18		Jerico	45
19		Mombisi	25
20		Reserve	65
21		Sibiza	15
22		Mgadlela	15
23		Mange/Ntuku	50
24		Zaaihoek	55
25		Phokweni	80
26		Slang River	20

27	5	Ngodini	45
28		Kwa- Let	20
29		Midway	36
30		Esigqumeni	16
31		Newlook	550
32		Ngodini	45
33		Chanceneni	50
34		Uitkomst	30
35		Emadlangeni	30
36	6	Ezinhlunga	20
37		Mbathani/Hatting	75
38		Mlwane	50
39		Esidakeni	70
40		Slagveld	40
41		Esikhaleni	25
42		Jiyane	45

ELECTRIFICATION PRIORITY LIST

(INEP = 3 YEAR PLAN)

FINANCIAL YEARS :2023/24 - 2025/26

Ward	2023/24FY	Village/Isigodi	Number of connections	Funded/not funded
1	Year 1	Luthilunye Phase 1	44	Will be implemented on
		Dorothea	66	In progress
2		Nzimane	25	No funding received yet
		Mpongosa	12	No funding received yet
		Vaalbank	525	Implemented by ESKOM

3		Emxhakeni	60	No funding received yet
4		Isibiza	13	No funding received yet
		Mgadlela	12	No funding received yet
5		Berouw Farm	74	Implemented by ESKOM
		Newlook	350	No funding received yet
6		MLwane	51	No funding received yet
		Esidakeni	72	No funding received yet
	2024/25FY			
1	Year 2	Luthilunye Phase 2	73	No funding received yet
		Enzimane	83	No funding received yet
2		Balgrey	40	No funding received yet
3		Sandspruit	20	No funding received yet
		Nkululekweni	16	No funding received yet
4		Mombisi	13	No funding received yet
		Reserve	62	No funding received yet
5		Chanceni	50	No funding received yet
		Emadlangeni 1	70	No funding received yet
6		Mbathani	46	No funding received yet
		Slagveld	49	No funding received yet
	2025/26FY			
1	Year 3	Gelykwater	76	No funding received yet
		Kempslust	22	No funding received yet
2				
3		Ndwakazane	30	No funding received yet
4		Mange/Ntuku	49	No funding received yet
		Zaaihoek	53	No funding received yet
5		Emadlangeni 3	29	No funding received yet
		Uitkomst	17	No funding received yet

		Engodini	20	No funding received yet
6		Esikhaleni	61	No funding received yet
		Mkhamba	1	No funding received yet
7		Chanceneni	61	Funded

60 KM of roads to be maintained under Road Maintenance Programme in the entire municipal jurisdiction IN 2023-24 financial year

Unfunded Projects Priority List for 2022/23 to 2026/27

Type of Project	Name of road	Ward	Place
Road rehabilitation	Mbulungwane	1	Kwa-Mahleka
	KwaMahleka	1	
	Mandlakazi	1	
	ILembe Access road	1	
	Thuthuka Bridge	1	
	Plein Street	2	Utrecht
	Scheepers Street	2	Utrecht
	Hugo Street	2	Utrecht
	Road to kwa-Sithole	3	eMlwane
	Road to kwa-Ndlovu Phase 2	3	eMlwane
	Keerom	2	Utrecht
	School- kwa-Zungu	3	eMlwane
	Mahukwini-Khumalo/Moloi Causeway	3	Ndwakazana
	Cunjana	3	Ndwakazana
	Kwa-Magadlela	4	Kwa-Magadlela
	Slang	4	Slang/eMbokodweni
	EMbokodweni	4	

	Mumbisi	4	
	Berrouw	5	Berrouw
	Engodini farm road	5	Engodini
Sports field	Ndwakazane	3	
Sports field	Groenvlei	4	
Hall	Nkululekweni	3	

UNFUNDED ELECTRIFICATION PRIORITY LIST OF PROJECTS 2022-23 to 2026-27

Name of the project	Wards
Engodini	5
Ntuku	5
KwaThuthuka	1
Speedkop	1
Esikhaleni	3
Jiyane phase	3
Mpongoza	2
Phokweni	4
Reserve Phase 2	4
Esilang (Slang Rever)	4
Mpongoza	2
Luthulunye	1
Chanceni	5
Enzimane	5

Local Economic Development
Development of Integrated Waste Management Plan (Unfunded)

Situation Analysis	Desired end state (Goals)	Targets	Y1	Y2	Y3	Y4	Y5	Selected alternatives	(Implementation mechanisms) Resources		
									Human Resource (HR)	Equipment (EQP)	Finance (HR+EQP)
Lack of waste management structure	Adopt an effective waste management structure	Council adoption of the proposed functional structure	Planning	Adoption	Implementation			For implementation there is alternatives to achieve the objectives of the structure. E.g. hiring of interns and secondments	- Waste Management Officer x 1 - Landfill operator x 1 - General workers x 10		R5 000 000
No transfer station	Transfer station	- Identify land for the transfer station - Construction of one	- Consult with PMU - Proposal and submit to local land					Apply for extension for the current landfill site	Existing staff		R2 000 000

		transfer station									
Lack of recycling facility / waste minimization	New buyback centre	Get DFFE to speed up the process of constructing the buy-back facility	Agreements with neighbouring municipalities	Construction of buy back centre	Operation of buy back centre			Private Recyclers	Existing Staff		R10 000 000
Lack of waste disposal facility	New landfill site	- Identify the land - Do the assessment studies	Ongoing						Existing Staff in collaboration with Government Departments		To be determined by identification

Current landfill site is licensed for closure	Complete the closure and rehabilitation				License Expires	Rehab	Rehab				
Lack of collection services to unserved areas	Extend waste collection services to unserved areas	- Apply for specialised vehicles - On site supervised disposal	Compactor Truck and tipper truck					- EPWP, CW P and 60 municipal cleaning and greening participants 22 participants from GGD	Existing staff	Compactor truck Tipper truck	R 3 000 000
Illegal Dumping hotspots	Clear and removal of illegal dumps	- Clearing and removal of illegal hotspots in all wards - Continuous education	Ongoing					- EPWP, CW P and 60 municipal cleaning and greening participants 22 participants from GGD	Existing staff	Tools of trade	

		- campaigns - Conduct clean up campaigns						Converting hotspots to sustainable projects			
Waste Diversion	Establish a waste composting facility	One composting facility	Feasibility study		Operation of				Existing staff	Chipping/mulching machines	R50 000

Upgrade /Refurbishment of Balele Game Park

Unfunded Balele Game Park Projects

The following projects and objectives are an adaptation from the official park concept document and they look at short to medium term which runs with the duration of the IDP.

Item	Estimated cost
Structural Refurbishment of accommodation	R 2 000 000, 00
Repair of park roads (Short and medium term)	R 250 000, 00
Repair and upgrading of pools (Kiepersol and Caravan Park)	R 200 000, 00

Signage	R 100 000, 00
Abattoir refurbishment	R 200 000, 00
Thatch Roofing repair	R 300 000,00
Accommodation Furniture	R 1 000 000, 00
Alien Invasive Plant Control	R 250 000, 00
Mangosuthu Cultural Centre refurbishment	R 1 000 000, 00
Picnic Area/Boat Launching and Jetty repair	R 150 000,00
Game Fence	R 2 000 000, 00
Grand Total	R 7 450 000. 00

H.10.6 MUNICIPAL UNFUNDED PROJECT	VALUE
Upgrade of electrification infrastructure	Unfunded

