



EMADLANGENI LOCAL MUNICIPALITY

2026/27

FINAL INTEGRATED DEVELOPMENT PLAN



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SECTION A: EXECUTIVE SUMMARY

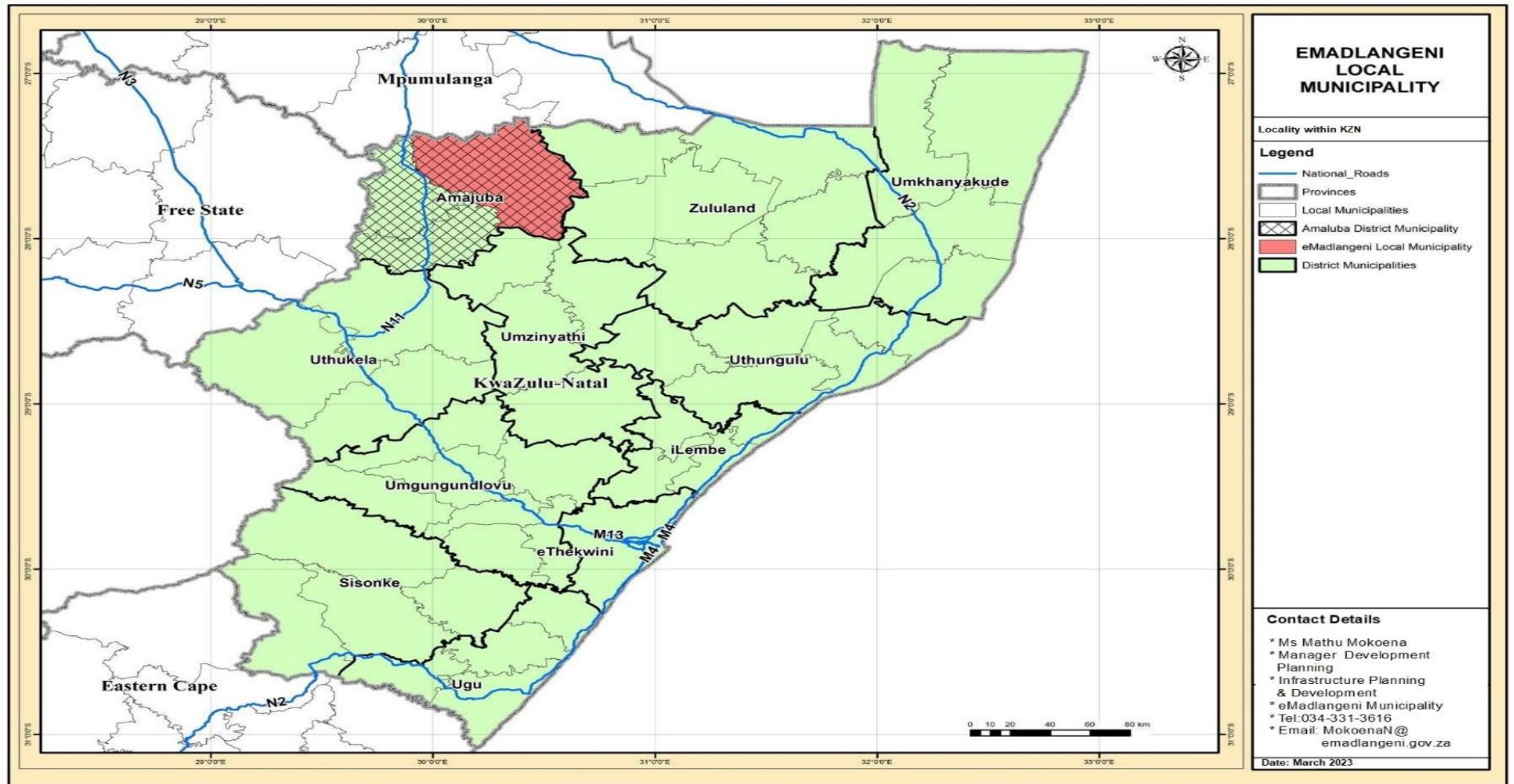
BACKGROUND

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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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)

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Dissemination of early warnings to relevant communities

	<ul style="list-style-type: none">• 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
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A.1.3 KEY CHALLENGES AND INTERVENTIONS

TABLE 2: KEY CHALLENGES AND INTERVENTIONS

KPA	KEY CHALLENGES	INTERVENTIONS
Basic Service Delivery	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Bulk water pipeline • Development of a Waste Management Plan • Infrastructure upgrading • Solar energy to meet electrification target
Local Economic Development and Social Development Analysis	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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;

	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Lack of a Community Participation Strategy • Difficulty in reaching all community members due to the scattered nature of settlements 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

		<p>and responsibility in an efficient manner.</p> <ul style="list-style-type: none"> • Review Housing Plan
Financial Viability and Management	<ul style="list-style-type: none"> • Low revenue • High dependency on government grants • Loss of revenue resulting from unpaid tariffs • Grading vs remuneration not proportional • Revenue enhancement 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	
	STRATEGY PHASE	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	

				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	
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 Kingsely; 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	<p>The municipality agri-village project and food are aimed at eliminating poverty</p> <p>The ELM is also looking at alternative energy source to endure the provision of service infrastructure to areas in need.</p>
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

	<p>rights enshrined in the constitution, i.e. housing, services, education, health etc.</p> <p>eMadlangeni Local municipality holds itself to the fulfilment of the five objects of local government as ascribed by the constitution</p> <p>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.</p>
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)	<p>The municipality has implemented a number of community programmes addresses the Outcome 9</p> <p>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.</p>
Local Government Back to Basics	<p>The municipality has put in place interventional measures that address the basic services backlogs,</p> <p>The ELM will develop a communication strategy that guides on how to engage and promote good governance & public participation.</p> <p>The municipality has also identified certain areas to assist with improving its financial management and institutional capacity</p>
National Infrastructure Plan	<p>The municipality has identified priority areas in need of water and sanitation infrastructure.</p> <p>The municipality has also identified alternative energy sources to meet service delivery targets in electricity supply</p>

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.

PGDS STRATEGIC GOALS	APPLICATION
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.

In conclusion, the 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

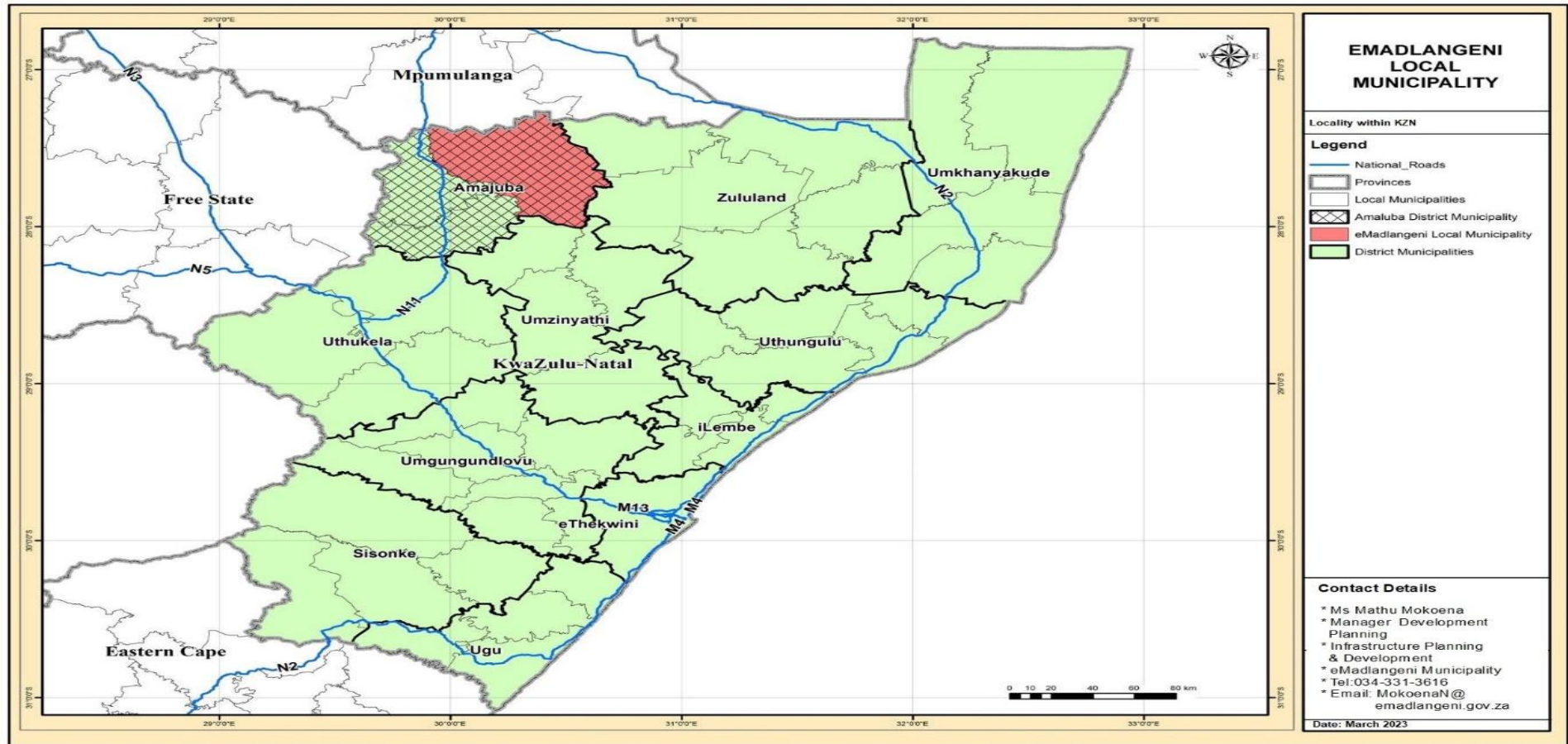
B.1.5.1.1 Amajuba District Growth and Development Plan

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

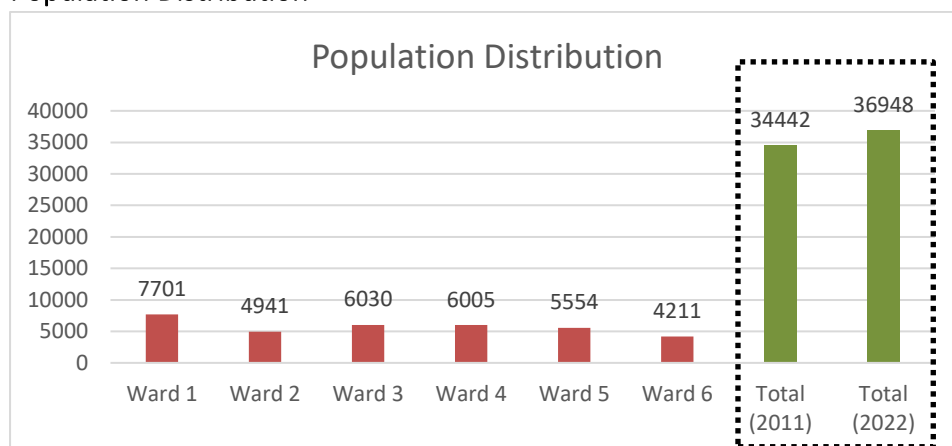
Table 8: District population growth trends

Municipality	Population			Population Growth (% p.a.)	Share of District population		Extent (km ²)
	2001	2011	2022		2011	2022	
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

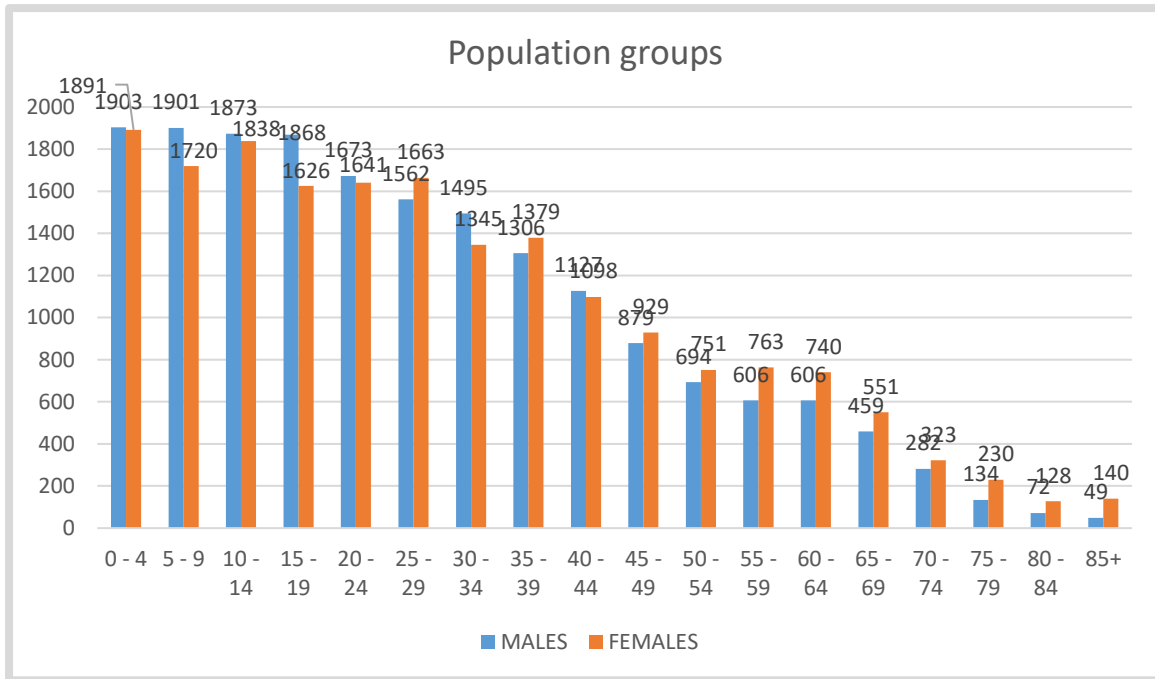
Population Distribution



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

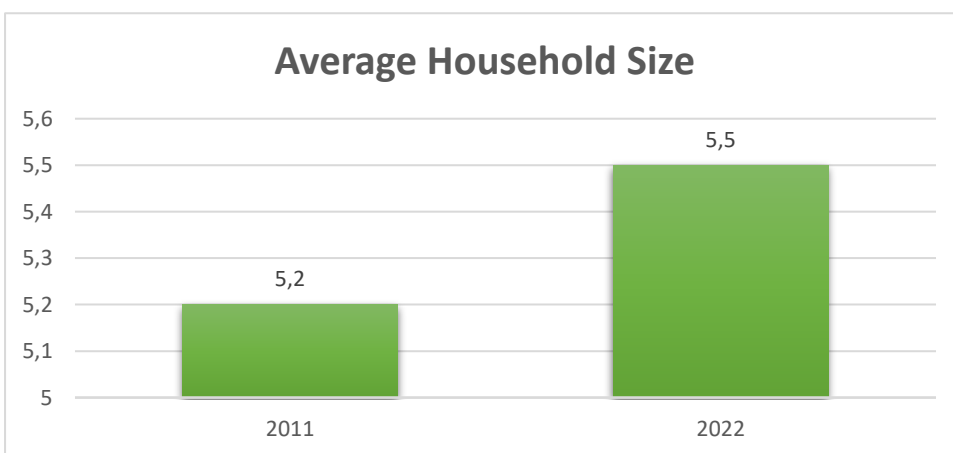


SOURCE: CENSUS 2022

HOUSEHOLD SIZE

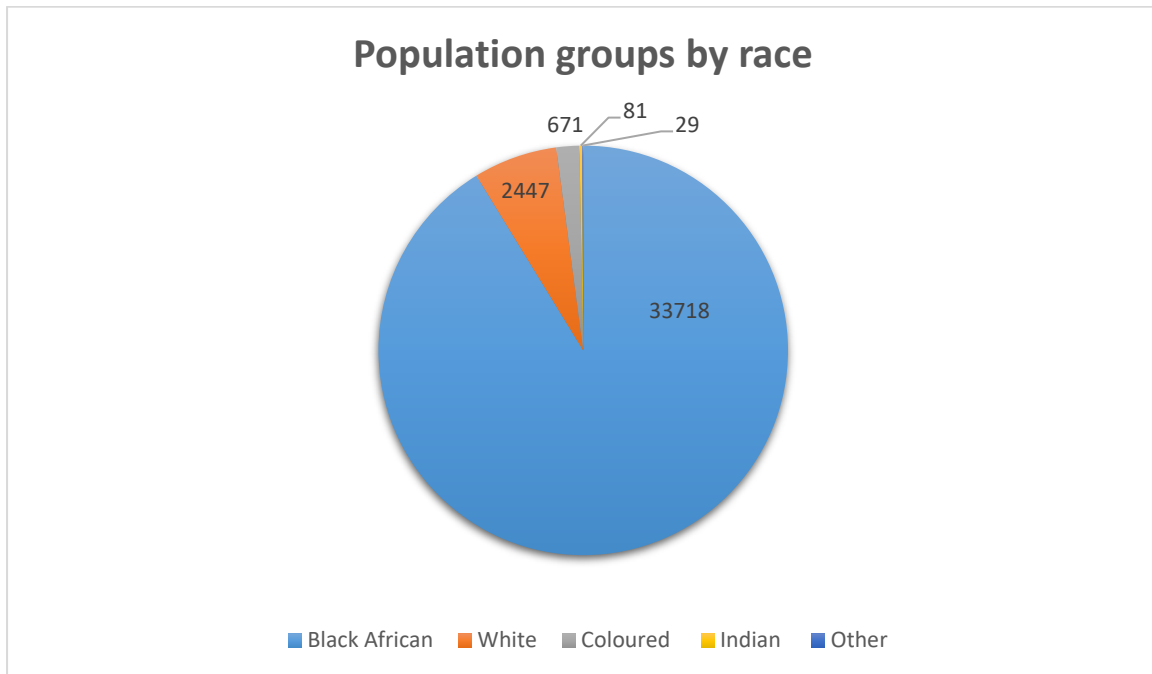
According to the Census 2011 data, the number of households in eMadlangeni was 6 252, which increased by 415 households to 6667 households in 2016. This indicates that as the number of households increase so does the average number of households. This is could be a result of immigration into the area 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



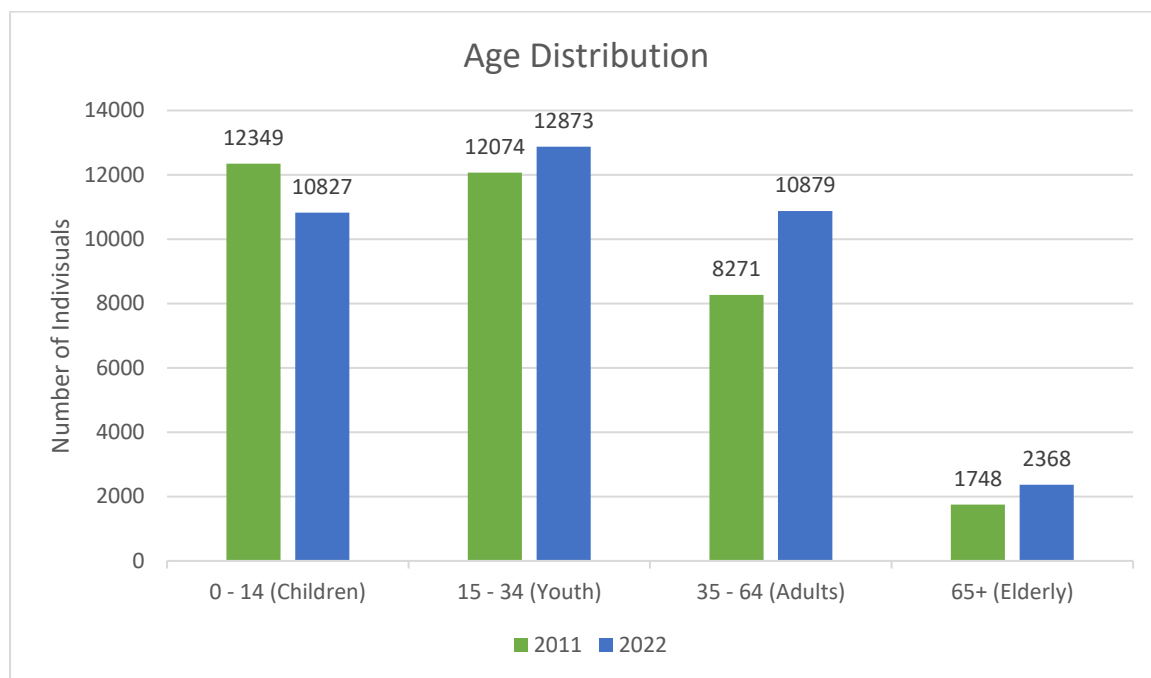
Census 2022

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

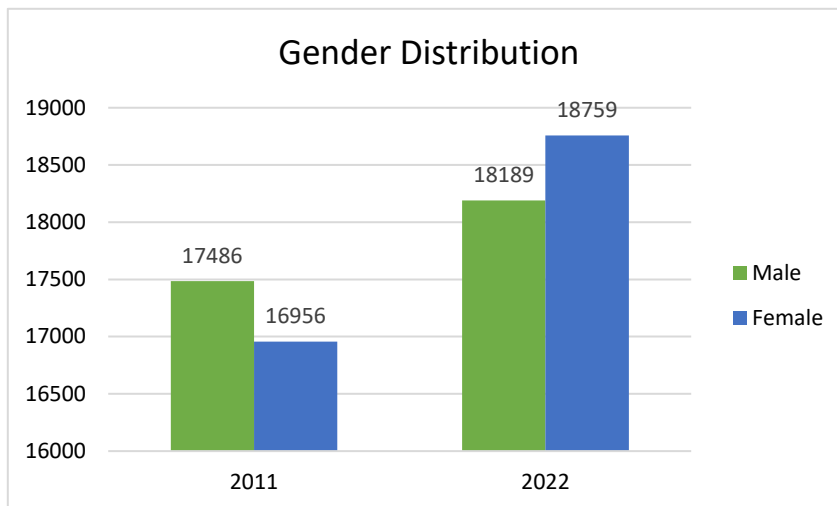


Source: Statistics South Africa, Census 2011 & Census 2022

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

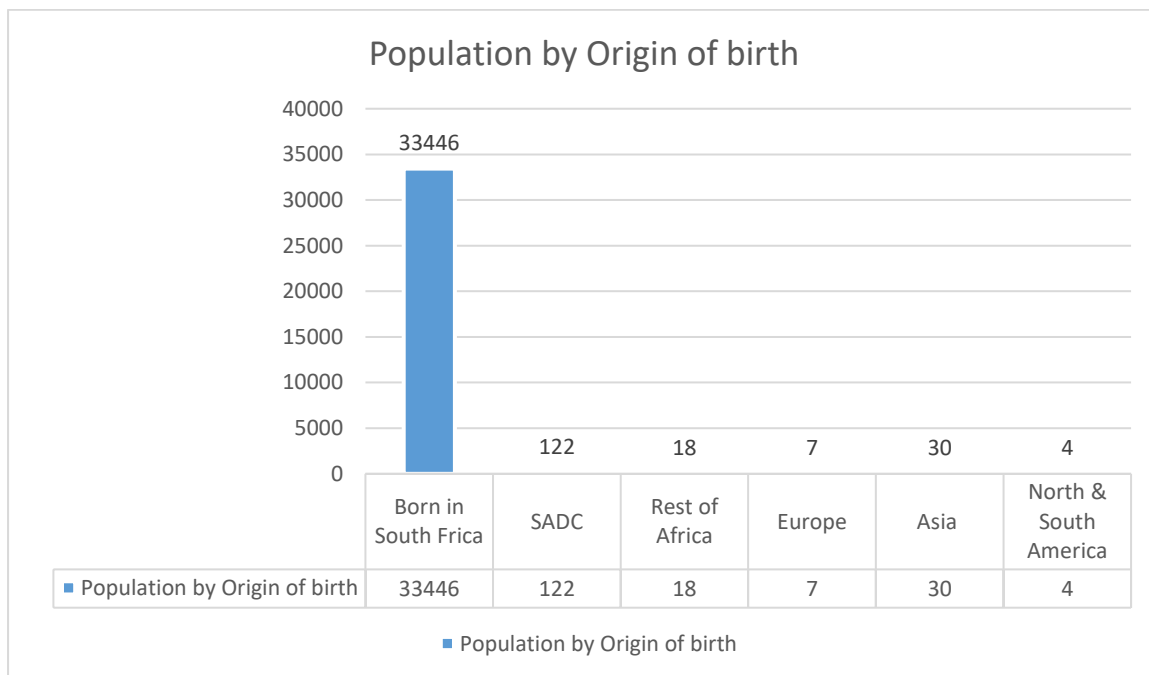
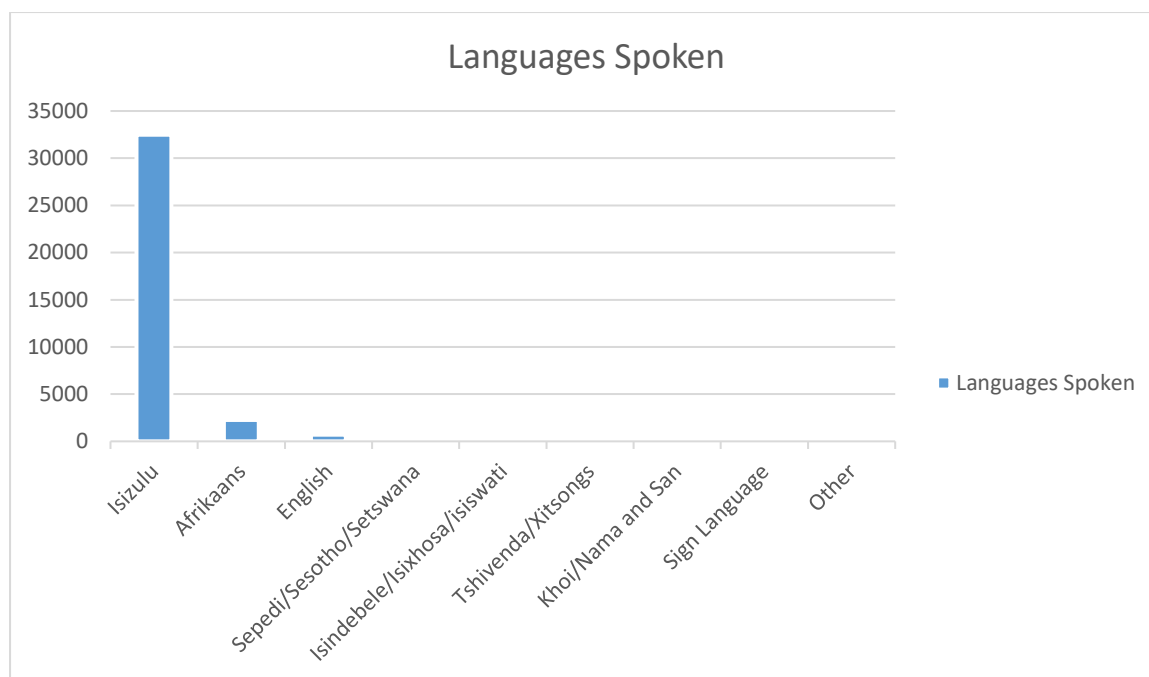


FIGURE : Languages Spoken



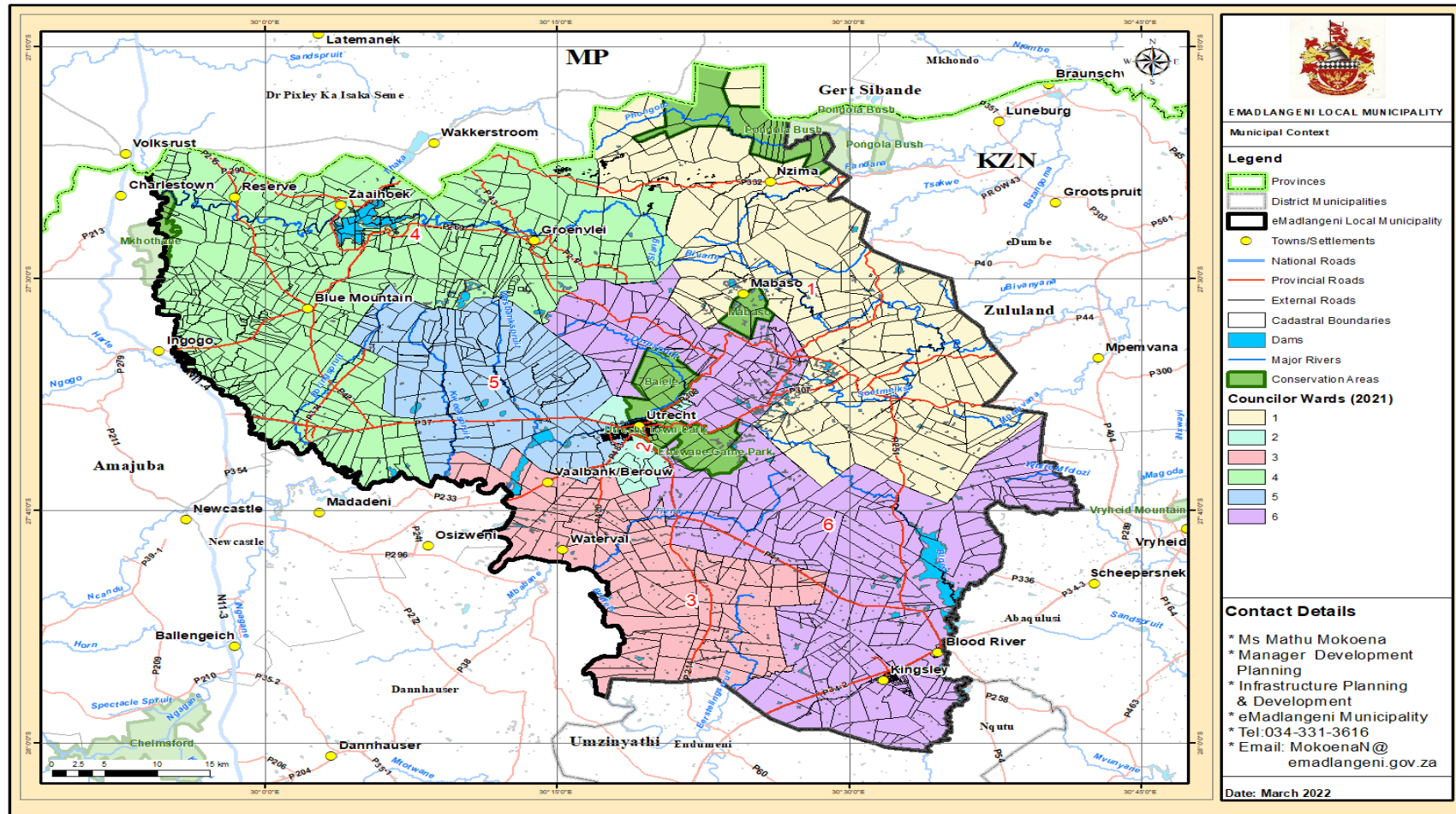
Key Findings

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 AND MANAGEMENT

Environmental management is a critical component of sustainable development within eMadlangeni Local Municipality. The municipality is endowed with significant natural environmental resources including rivers, wetlands, biodiversity areas, grasslands, agricultural land, protected areas and ecological systems that contribute towards environmental sustainability, economic development, tourism development, agricultural productivity and community livelihoods. The environmental analysis contained within this chapter seeks to provide a comprehensive overview of the environmental characteristics, challenges, risks, opportunities and management interventions within the municipality.

The municipality recognises that environmental sustainability is fundamental to long-term socio-economic development and improved service delivery. Environmental pressures such as climate change, land degradation, biodiversity loss, settlement expansion into environmentally sensitive areas, pollution, illegal dumping and increasing pressure on natural resources continue to pose significant risks to sustainable development within the municipal area.

This chapter therefore provides a strategic environmental assessment of the municipality and outlines environmental priorities, risks, opportunities and interventions that must inform planning, budgeting, infrastructure development and land use management within eMadlangeni Local Municipality. The chapter further aligns with the National Environmental Management Act, 1998 (Act No. 107 of 1998), the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), SPLUMA, the National Strategy for Sustainable Development (NSSD), Sustainable Development Goals (SDGs), Provincial Growth and Development Strategy (PGDS), the National Climate Change Response Framework and other applicable environmental legislation and policy frameworks.

Environmental sustainability principles are integrated into the municipal vision, planning objectives and development strategies to ensure that development occurs in a manner that protects ecological systems while simultaneously improving social and economic conditions.

C.2.1. BIODIVERSITY, WATER SYSTEMS AND ECOLOGICAL RESOURCES

C.2.1.1.1 KEY HYDROLOGICAL FEATURES

The eMadlangeni Local Municipality forms part of an environmentally sensitive and hydrologically important landscape characterised by several rivers, wetlands, dams and catchment systems that support ecological functioning, biodiversity conservation, water supply and agricultural production. These water systems are critical environmental assets that require ongoing protection and sustainable management.

The main rivers within the municipal area include the Phongolo River, Slang River, Bivane River and Pandana River which flow through the northern sections around Groenvlei and Mabaso. The western and central regions are traversed by the Doringspruit, Kweekspruit, Washbankspruit and Dorspruit river systems, while the eastern and southern sections are characterised by the Tiyna River, Buffels River and Eerstelingspruit tributary systems. The Blood River flows through the south-eastern portion of the municipality into the Blood River Dam before exiting through the southern municipal boundary.

Most of these river systems remain within the free-flowing river category and continue to follow natural hydrological pathways shaped by the undulating topography of the municipal landscape. These rivers perform important ecological functions including water purification, biodiversity support, flood attenuation and groundwater recharge.

The municipality also contains several ecologically significant wetland systems including the Boschoffvlei, Groenvlei and Blood River Vlei wetland systems. The Zaaioek Dam, located within the north-eastern portion of the municipality, forms part of the broader Groenvlei wetland system. Additional wetland systems occur within the Kweekspruit and Doringspruit river catchments.

Wetlands and riparian systems are highly sensitive ecological features that play a significant role in water regulation, flood control, climate resilience and biodiversity protection. Development within wetlands and within 100 metres of riverbanks should therefore be carefully managed and avoided where possible. The municipality recognises the importance of preserving these hydrological systems through appropriate spatial planning, land use management and environmental protection measures.

The municipality further recognises the importance of integrating water resource protection into spatial planning frameworks, infrastructure development programmes and environmental management initiatives in order to strengthen long-term environmental sustainability and climate resilience.

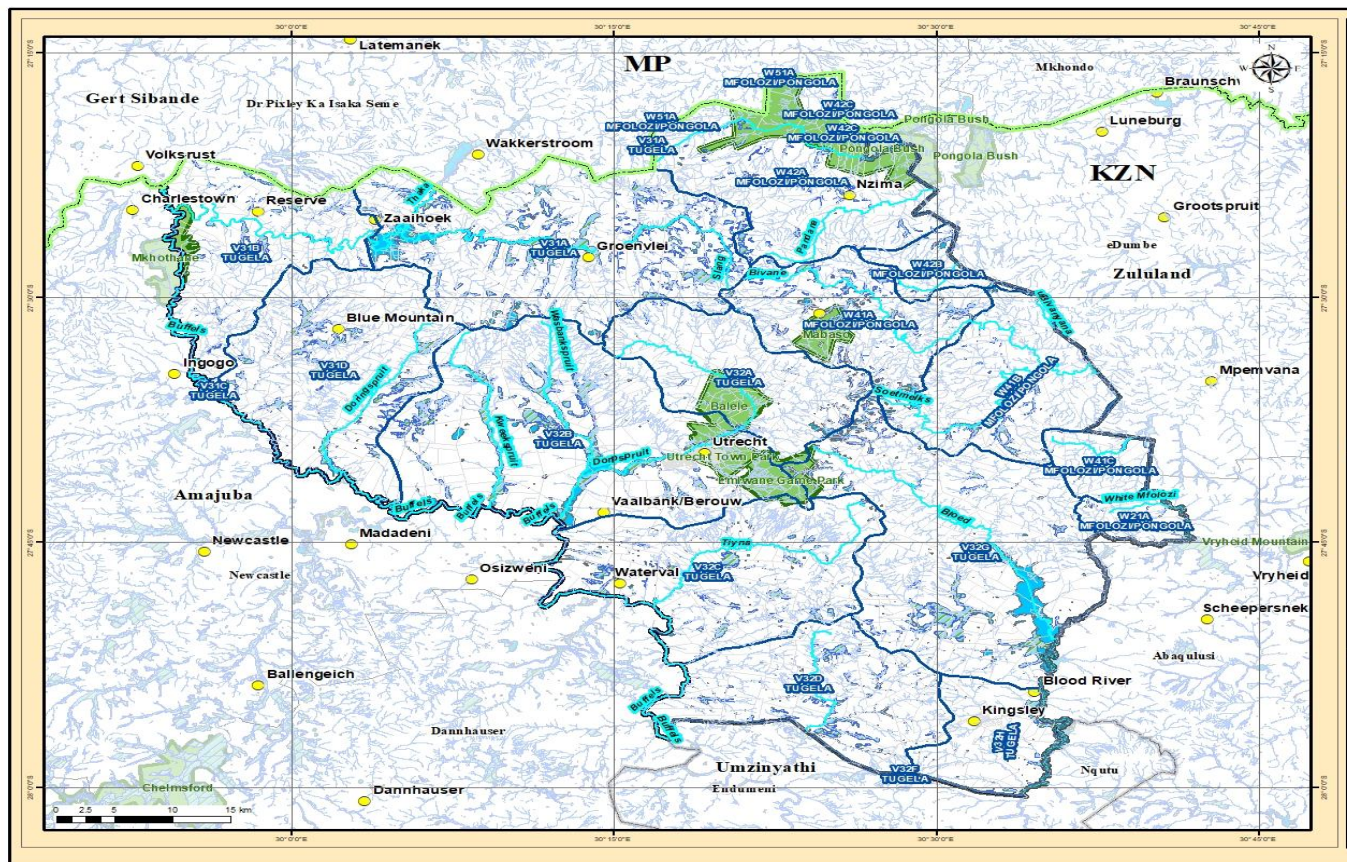
C.2.1.1.2 CATCHMENTS SYSTEMS

The municipality falls within the broader uThukela and Phongola catchment systems within the Amajuba District. The majority of the municipal area forms part of the uThukela catchment, which is drained by the Buffalo River and its tributaries including the Ngogo, Ncandu, Ngagane, Slangspruit, Dorpspruit, Doringspruit and Wasbank River systems.

The Phongola catchment extends into the north-western sections of the municipality and is drained by the Bivane River which forms part of the headwaters of the uPhongolo River system.

These catchment systems are important for regional water security, agricultural productivity and ecosystem sustainability. The municipality therefore recognises the need to protect catchment areas from environmental degradation, unsustainable land use practices and pollution.

Map 4: Water system



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 CRITICAL BIODIVERSITY AREAS

Biodiversity within eMahlangueni Local Municipality includes a diverse range of grasslands, wetlands, forests, river systems, fauna and flora that collectively support ecological integrity and environmental sustainability. Biodiversity resources contribute significantly towards ecosystem functioning, agricultural production, tourism development and climate resilience.

Ezemvelo KZN Wildlife has identified Critical Biodiversity Areas (CBAs) within the municipality in order to guide conservation planning and sustainable land use management. These areas are classified according to their ecological importance and irreplaceability.

Irreplaceable Critical Biodiversity Areas are primarily located within the north-eastern and north-western sections of the municipality, including areas surrounding Mabaso, Nzima, Groenvlei, Reserve and the Zaaihoek Dam. These areas contain environmentally sensitive ecosystems and species that are considered essential for biodiversity conservation and ecological sustainability.

Optimal Critical Biodiversity Areas are distributed across large portions of the western and south-eastern municipal regions. These areas represent landscapes where biodiversity conservation objectives can be achieved while still accommodating compatible forms of development and land use.

The municipality acknowledges that uncontrolled settlement expansion, land degradation, unsustainable agricultural practices, mining activities and infrastructure development continue to place pressure on biodiversity resources. As a result, environmental considerations must be integrated into all spatial planning, infrastructure development and land use management decisions.

The municipality further recognises biodiversity conservation as a key component of sustainable development and intends strengthening conservation partnerships, environmental awareness programmes and ecosystem protection initiatives.

C.2.1.3 PROTECTED AREAS AND CONSERVATION MANAGEMENT

EMadlangeni Local Municipality contains several formally protected areas and conservation sites that contribute towards biodiversity conservation, eco-tourism and ecological sustainability.

The municipality's formally protected conservation areas include Utrecht Town Park, Emlwane Game Park and Balele/Enlanzeni Game Park. These protected areas are primarily located within the central regions of the municipality and play a significant role in conserving biodiversity resources and promoting tourism development.

In addition to formally protected areas, the municipality also contains private nature reserves, community conservation areas and stewardship sites. The Mabaso Stewardship Site represents an important conservation partnership area that contributes towards environmental protection and sustainable land management.

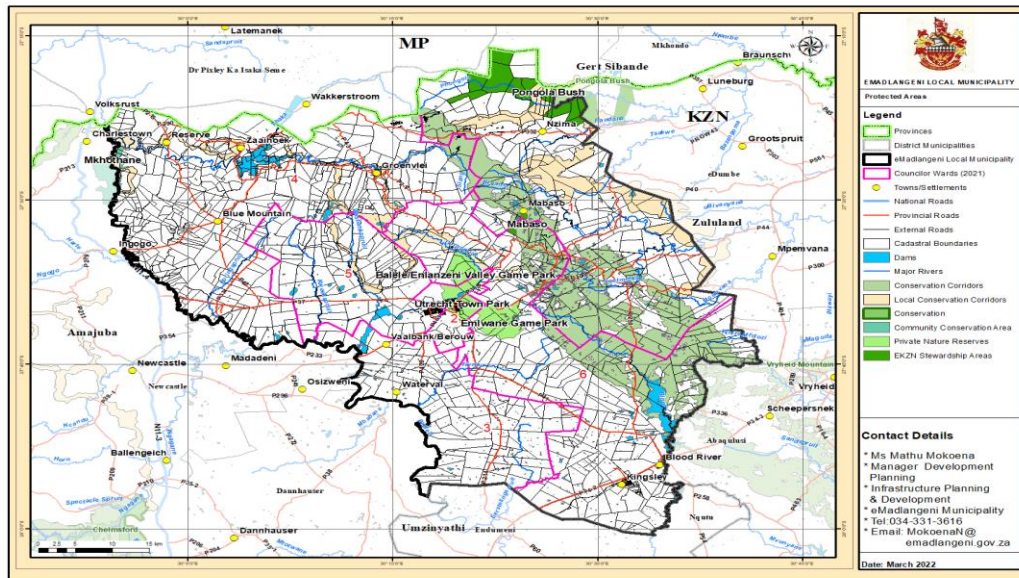
Protected areas within the municipality collectively contribute towards:

- biodiversity conservation;
- ecosystem protection;
- water resource protection;
- tourism development;
- climate change resilience;
- environmental education; and
- sustainable land management.

The municipality recognises the importance of balancing conservation objectives with socio-economic development needs. Environmental protection initiatives therefore seek to promote sustainable development while safeguarding ecological integrity.

The municipality will continue working with Ezemvelo KZN Wildlife, provincial departments, local communities, traditional authorities and conservation stakeholders to strengthen biodiversity management and environmental stewardship programmes.

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.

C.2.1.4 Vegetation and Ecological Systems

The municipality is characterised by several important vegetation types associated primarily with grassland ecosystems, wetlands and forest systems. According to the KwaZulu-Natal vegetation classification system, the municipal area contains vegetation types including:

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%

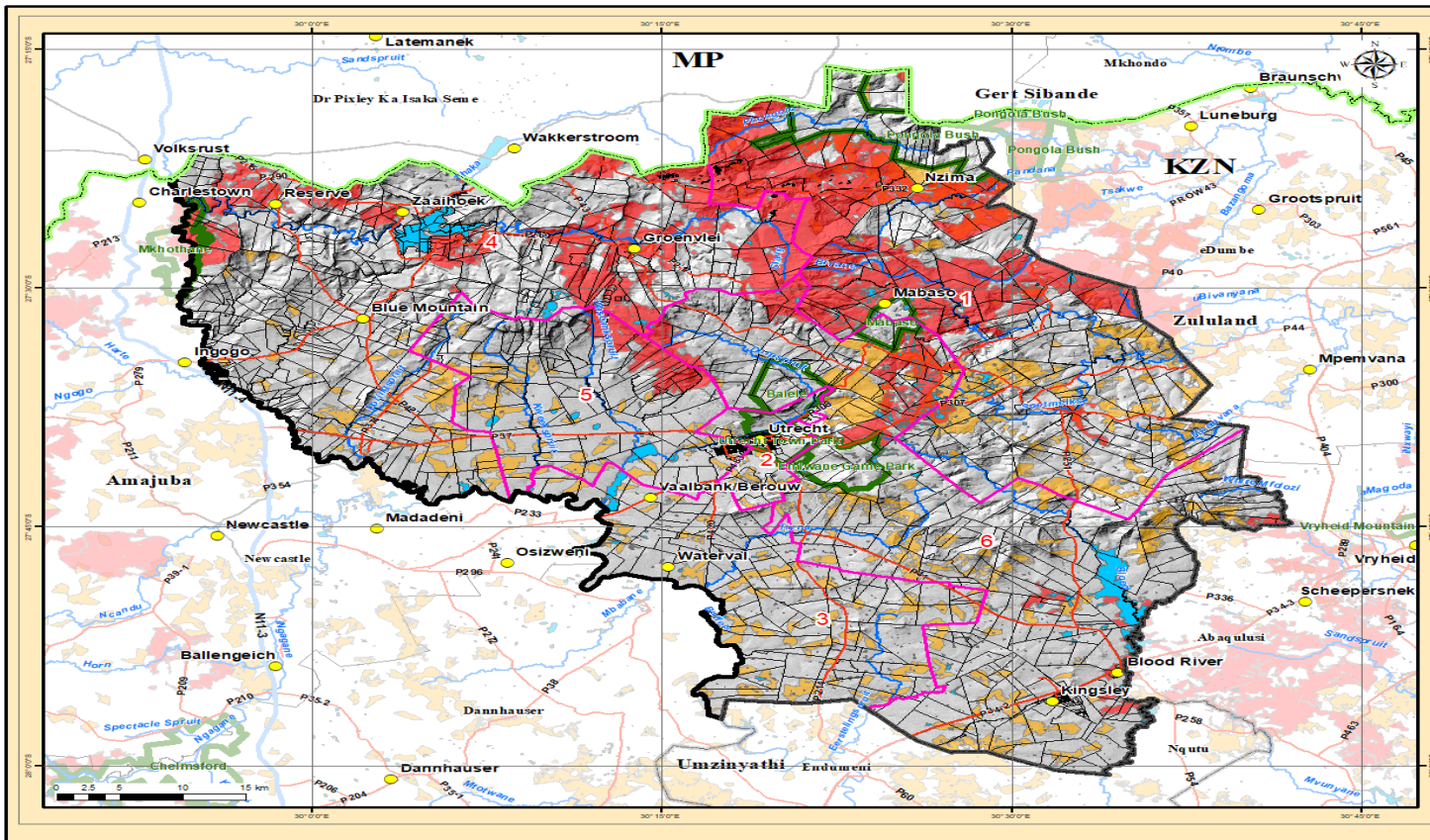
These vegetation systems support ecological functioning, agricultural productivity, grazing activities and biodiversity conservation.

Several vegetation types within the municipality are considered environmentally vulnerable or endangered. The Eastern Mistbelt Forest is classified as endangered while vegetation types such as Income Sandy Grassland, Paulpietersburg Moist Grassland and Northern KwaZulu-Natal Moist Grassland are classified as vulnerable.

Environmental pressures such as overgrazing, land transformation, settlement expansion, invasive alien plants, agricultural activities and infrastructure development continue to threaten the integrity of these vegetation systems.

The municipality recognises the need to strengthen vegetation protection measures through environmental planning, land use controls, rehabilitation programmes and sustainable land management practices.

Map 5: Critical Biodiversity Areas



Map 2: shows the protected areas within eMahlangueni 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. These areas are environmentally sensitive and should be carefully managed so that development does not damage important ecosystems and species habitats.

C.2.1.5 Environmental governance and Management

C.2.1.5.1 Environmental governance

Environmental governance within eMadlangeni Local Municipality seeks to promote sustainable development through integrated environmental planning, environmental management and compliance with environmental legislation.

Environmental management principles are incorporated into municipal planning instruments including the Spatial Development Framework (SDF), Integrated Development Plan (IDP), Integrated Waste Management Plan (IWMP) and other sector plans.

The municipality recognises that environmental governance involves the responsible management of natural resources and environmental systems in a manner that promotes sustainable development, environmental protection and improved quality of life.

The municipality has established environmental management capacity within its organisational structure through the Waste and Environmental Management function. This function is responsible for coordinating environmental planning, waste management, environmental awareness programmes, compliance monitoring and environmental management initiatives.

The municipality further recognises the need to strengthen institutional environmental capacity through:

- environmental training and capacity building;
- development and implementation of environmental by-laws;
- strengthening environmental compliance monitoring;
- improving environmental planning integration;
- promoting environmental awareness and public participation; and
- strengthening intergovernmental environmental coordination.

Environmental management interventions are guided by sustainable development principles that seek to balance environmental protection with socio-economic development.

C.2.1.5.2 CLIMATE CHANGE AND CLIMATE VULNERABILITY

Climate change continues to present significant environmental, social and economic risks within eMadlangeni Local Municipality. The municipality has increasingly experienced the impacts of climate variability including prolonged droughts, severe thunderstorms, flooding, veld fires, water shortages and increasing temperatures.

According to the Amajuba District Climate Change Vulnerability Assessment and Response Plan, eMadlangeni Local Municipality is one of the most environmentally vulnerable municipalities within the district due to its predominantly rural character, dependence on agriculture and extensive

environmentally sensitive landscapes. The municipality experiences high exposure and sensitivity to climate-related risks while adaptive capacity remains limited in many rural communities.

Climate change impacts continue to affect infrastructure systems, human settlements, agricultural productivity, biodiversity resources and vulnerable communities. Communities located within floodplains, informal settlements and environmentally sensitive areas are particularly vulnerable to climate-related disasters.

Agriculture remains one of the economic sectors most vulnerable to climate change within eMadlangeni. The municipality contains significant commercial and subsistence agricultural activities including maize production, soybean farming, wheat farming, cattle farming and poultry production. However, changing climatic conditions continue to threaten agricultural productivity and food security. The Climate Change Vulnerability Assessment identifies increased risks to crop production areas, livestock systems and rural livelihoods as key climate risks affecting the municipality. Subsistence farmers in particular have limited adaptive capacity and are therefore highly vulnerable to climate shocks including droughts, changing rainfall patterns and increasing temperatures.

Climate change also threatens biodiversity systems within the municipality. The municipality forms part of the Grassland Biome which faces increasing risk from changing climatic conditions. The potential transformation of grassland ecosystems into savanna-type landscapes threatens biodiversity integrity, grazing systems and ecological sustainability. The Enkangala grassland systems and associated biodiversity areas remain environmentally sensitive and require strengthened conservation management and stewardship interventions.

Water resource vulnerability remains another major environmental concern. Drought conditions continue to threaten water availability and water security within the municipality, particularly in rural areas where communities rely on boreholes, springs and river systems. The 2015/2016 drought demonstrated the vulnerability of water systems across the district and highlighted the need for improved water resource management and climate adaptation planning. Water quality challenges also pose potential public health risks for communities dependent on untreated water sources.

Human settlements within rural areas are also increasingly vulnerable to severe weather events. Many rural households reside within traditional or informal structures that are highly exposed to storms, flooding and strong winds. Poor road infrastructure and erosion further increase rural isolation during climate-related disasters and reduce emergency response effectiveness.

The municipality recognises that climate change adaptation and mitigation interventions are necessary to improve resilience and reduce environmental vulnerability.

Key climate risks affecting the municipality include:

- prolonged drought conditions;
- severe storms and flooding;
- soil erosion and land degradation;
- veld fire risks;
- biodiversity loss;

- reduced agricultural productivity;
- water resource stress; and
- infrastructure damage.

The municipality further recognises the socio-economic implications associated with climate change, particularly within rural communities that depend on subsistence agriculture and natural resources for livelihoods.

Climate change adaptation measures currently being implemented or prioritised by the municipality include:

- identification and protection of flood lines and wetlands;
- discouraging settlement development within flood-prone areas;
- installation of lightning conductors;
- development of fire breaks within vulnerable areas;
- environmental awareness and climate education programmes;
- strengthening disaster risk reduction measures;
- promotion of recycling and waste diversion initiatives;
- rehabilitation of degraded land;
- protection of water resources and wetlands; and
- promoting ecosystem-based adaptation approaches.

Additional climate adaptation priorities identified through the Amajuba District Climate Change Vulnerability Assessment include:

- improving land management practices;
- supporting subsistence farmers through technical and financial assistance;
- promoting drought-resistant crops and climate-smart agriculture;
- strengthening biodiversity conservation and stewardship programmes;
- upgrading rural water infrastructure;
- improving water quality monitoring systems;
- strengthening disaster preparedness and early warning systems;
- enhancing climate awareness and education programmes; and
- improving rural infrastructure resilience.

The municipality further commits towards strengthening alignment with Provincial and District Climate Change Adaptation Response Plans and integrating climate adaptation measures into spatial planning, infrastructure development and disaster management planning.

C.2.1.6 ECOSYSTEM-BASED DISASTER RISK REDUCTION (EcoDRR)

The municipality recognises the importance of Ecosystem-Based Disaster Risk Reduction (EcoDRR) as an important climate adaptation and environmental management approach.

EcoDRR refers to the sustainable management, conservation and restoration of ecosystems in order to reduce disaster risks and improve community resilience.

Within eMadlangeni Local Municipality, EcoDRR interventions include:

- wetland protection and rehabilitation;
- riverbank protection;
- grassland conservation;
- rehabilitation of degraded land;
- alien invasive species removal;
- floodplain protection;
- sustainable catchment management;
- veld fire management programmes; and
- environmental awareness initiatives.

The municipality recognises that healthy ecosystems provide important protective functions against floods, droughts, erosion and climate-related disasters.

Environmental planning and infrastructure development initiatives will therefore seek to strengthen ecosystem resilience and reduce environmental vulnerability.

C.2.1.7 STRATEGIC ENVIRONMENTAL ASSESSMENT

The municipality currently does not have a standalone Strategic Environmental Assessment (SEA). Environmental management considerations are however integrated into the Spatial Development Framework and other sector planning instruments.

The municipality acknowledges the need to develop a Strategic Environmental Assessment and Environmental Management Framework in order to strengthen environmental planning, guide development decision-making and improve environmental sustainability.

The development of an Environmental Management Framework will assist the municipality in:

- identifying environmentally sensitive areas;

- guiding land use management;
- improving environmental compliance;
- supporting environmental authorisation processes;
- strengthening environmental protection measures; and
- integrating environmental sustainability into development planning.

The municipality will seek support from district, provincial and national stakeholders towards the development of environmental planning tools and environmental management systems.

C.2.1.8 TOPOGRAPHY, LANDSCAPES AND SETTLEMENT PATTERNS

The municipality is characterised by mountainous terrain, valleys, rivers and undulating landscapes associated primarily with the Balele Mountain systems and surrounding catchment areas.

Topographical characteristics significantly influence settlement patterns, infrastructure development, agricultural activities, drainage systems and environmental sensitivity within the municipality.

The northern portions of the municipality are characterised by mountainous and undulating terrain while river valleys and catchment systems extend throughout the municipal area.

Settlement growth patterns generally follow transportation corridors, infrastructure routes and areas with access to natural resources. Due to the dispersed and rugged settlement patterns within the municipality, the provision of infrastructure and municipal services remains financially and technically challenging.

The municipality recognises that topographical and environmental constraints must inform future spatial planning and settlement development in order to avoid environmental degradation and reduce infrastructure costs.

C.2.1.8.1 ENVIRONMENTAL AND BIOPHYSICAL CHALLENGES

Land degradation

Land degradation remains one of the major environmental challenges affecting the municipality. Environmental degradation is caused by factors including overgrazing, soil erosion, vegetation loss, unsustainable agricultural practices and settlement expansion.

Although significant portions of the municipality remain environmentally untransformed, areas associated with plantation forestry, commercial agriculture and settlement development have experienced environmental transformation and degradation.

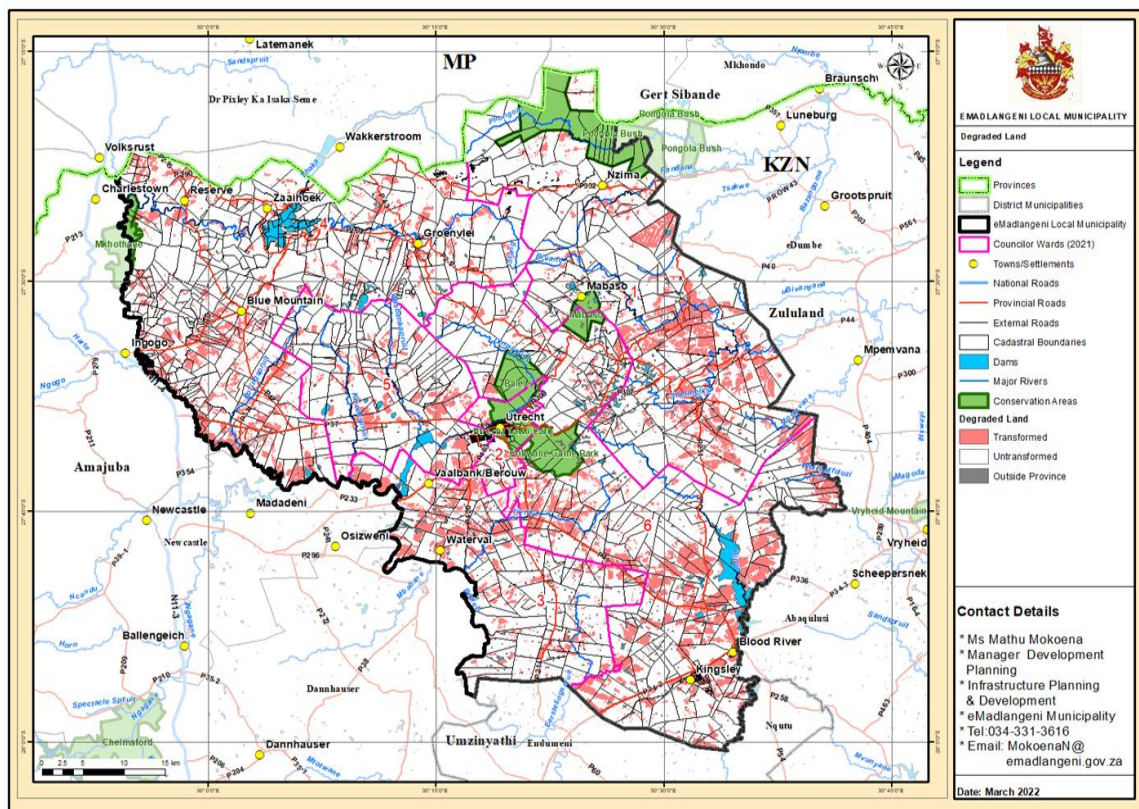
Land degradation negatively affects:

- agricultural productivity;
- biodiversity resources;

- water quality;
- grazing capacity;
- ecosystem functioning; and
- climate resilience.

The municipality recognises the importance of rehabilitation initiatives, sustainable land management and environmental awareness programmes in addressing land degradation.

Map 6: Land Degradation



Map shows the status of degradation across EmaLangeni L.M. The degraded landscape is marked by pink of which is also transformed landscape.

Settlement Expansion and Environmental Pressure

Rapid settlement growth and expansion into environmentally sensitive areas continue to place pressure on biodiversity resources, wetlands, agricultural land and ecological systems.

Settlement encroachment into floodplains and environmentally sensitive areas increases disaster vulnerability and environmental degradation.

The municipality recognises the need to strengthen spatial planning controls, environmental management measures and sustainable settlement planning in order to protect ecological systems and reduce environmental risks.

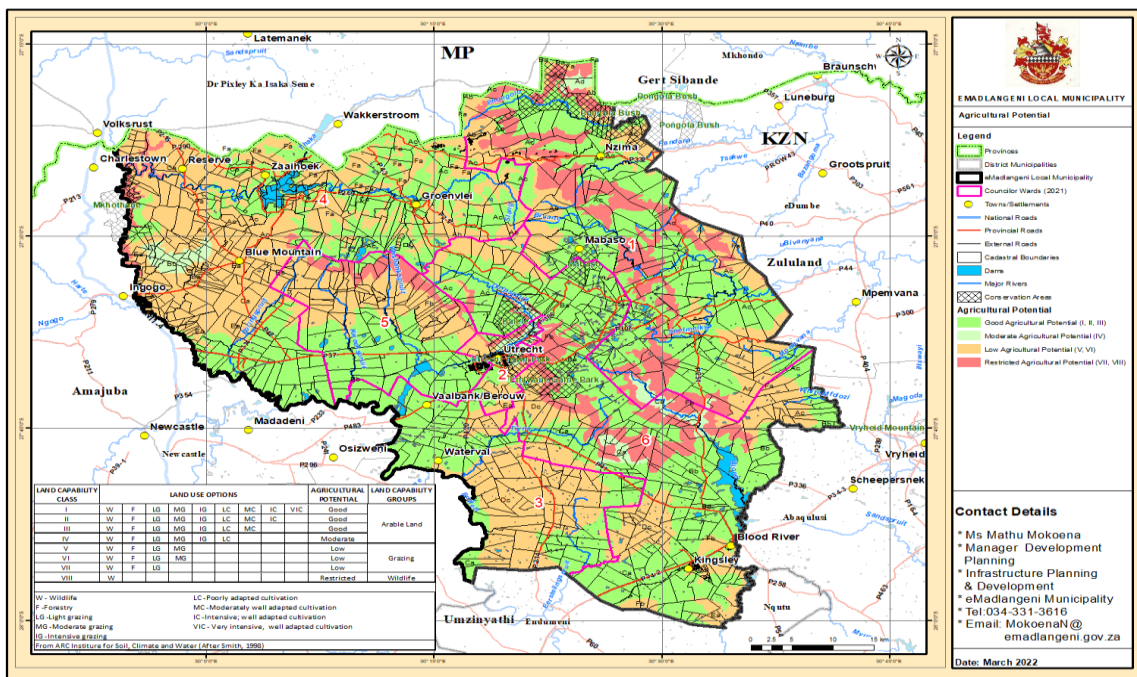
Protection of Agricultural Land

Agriculture remains one of the most important economic sectors within the municipality. The municipality therefore recognises the importance of protecting high-potential agricultural land from unsustainable land use conversion and settlement encroachment.

The protection of agricultural land is important for:

- food security;
- local economic development;
- employment creation;
- agricultural sustainability; and
- climate resilience.

The municipality will continue promoting sustainable agricultural practices and strengthening the protection of strategic agricultural resources.



Map shows the agricultural potential of the municipality green patches shows the good and moderate agricultural potential sites. Whilst the brown patches show low agricultural potential zones.

C.2.1.9 AIR QUALITY MANAGEMENT

Air quality within eMadlangeni Local Municipality must be understood within the broader context of the Amajuba District Air Quality Management Plan.

The primary air quality concerns affecting the district include particulate matter pollution, sulphur dioxide and oxides of nitrogen generated through activities such as agriculture, domestic fuel burning, biomass burning, mining, waste disposal, transport emissions and land degradation.

Within eMadlangeni, particulate matter emissions are strongly associated with agricultural activities, exposed soils, biomass burning and degraded land.

The municipality contains large areas utilised for maize production and agricultural activities which contribute towards dust emissions and particulate pollution.

Environmental challenges affecting air quality within the municipality include:

- land degradation;
- exposed soils;
- veld fires and biomass burning;
- vehicle emissions;
- domestic fuel burning;
- illegal waste burning; and
- limited air quality monitoring capacity.

The municipality acknowledges that institutional air quality management capacity remains limited and that there are currently no dedicated air quality monitoring stations within the municipal area.

The municipality will therefore continue working with district and provincial stakeholders to strengthen air quality management interventions including:

- environmental awareness programmes;
- improved land rehabilitation;
- reduction of illegal waste burning;
- sustainable land management;
- dust suppression measures;
- improved waste management practices; and
- strengthening institutional environmental capacity.

C.2.2 ENVIRONMENTAL: SWOT ANALYSIS

Environmental Strengths

EMadlangeni Local Municipality possesses significant environmental resources and ecological assets that provide opportunities for sustainable development, tourism growth and environmental conservation. The municipality contains extensive biodiversity resources, wetlands, rivers, grasslands, protected areas and environmentally sensitive landscapes that contribute towards ecological sustainability.

The municipality also contains important agricultural land and natural landscapes that support food security, tourism and rural livelihoods. Environmental management principles are integrated into municipal planning instruments including the Spatial Development Framework.

The municipality has also demonstrated commitment towards improving waste management and environmental sustainability through initiatives such as the adoption of the Integrated Waste Management Plan, recycling initiatives, separation-at-source programmes and partnerships with Producer responsibility Organisations such as POLYCO and EWASA.

Environmental Weaknesses

Despite its environmental assets, the municipality continues to experience several environmental management challenges.

Environmental by-laws have not yet been fully gazetted, limiting enforcement capacity. Settlement expansion into environmentally sensitive areas continues to threaten biodiversity resources and increase environmental vulnerability.

Illegal dumping remains a challenge within peri-urban and rural areas while financial and institutional capacity constraints continue to limit implementation of environmental programmes and projects.

The municipality also lacks an Environmental Management Framework and requires improved environmental planning tools and climate adaptation systems.

Environmental Opportunities

The municipality has significant opportunities to strengthen environmental sustainability and promote green economic development.

Opportunities include the development of:

- eco-tourism projects;
- biodiversity conservation initiatives;
- renewable energy projects;
- waste recycling initiatives;
- buy-back centres;
- material recovery facilities;
- environmental rehabilitation projects;

- climate adaptation programmes;
- green job creation initiatives; and
- environmental education programmes.

The municipality further recognises opportunities associated with national and provincial climate funding, environmental programmes and green economy initiatives.

Environmental Threats

Environmental threats affecting the municipality include climate change, biodiversity loss, pollution, land degradation, illegal dumping, mining impacts, habitat destruction and increasing pressure on natural resources.

Climate-related disasters including droughts, flooding, severe storms and veld fires continue to increase environmental and infrastructure vulnerability.

Mining activities and unsustainable land use practices also continue to place pressure on water resources, biodiversity systems and agricultural land.

The municipality recognises the importance of proactive environmental planning, climate adaptation and sustainable resource management in addressing these threats.

C.2.3 KEY ENVIRONMENTAL CHALLENGES

The municipality has identified several key environmental challenges that require strategic intervention and coordinated environmental management.

These challenges include:

- settlement expansion into environmentally sensitive areas;
- biodiversity loss and ecosystem degradation;
- land degradation and soil erosion;
- climate change impacts;
- illegal dumping and inadequate waste management infrastructure;
- limited environmental enforcement capacity;
- pressure on water resources and wetlands;
- environmental pollution;
- inadequate environmental planning tools;
- limited environmental funding and technical capacity;
- degradation of agricultural land; and

- limited implementation capacity for environmental programmes.

These challenges require integrated environmental planning, improved institutional capacity, strengthened environmental governance and sustainable development interventions.

C.2.4 ENVIRONMENTAL IMPLEMENTATION PLAN

The Environmental Implementation Plan seeks to provide a structured framework for addressing environmental challenges, improving environmental sustainability and guiding implementation of environmental programmes within eMadlangeni Local Municipality.

The Environmental Implementation Plan aligns with the municipality's Integrated Development Plan, Spatial Development Framework, Integrated Waste Management Plan, Climate Change Response priorities and national environmental legislation.

The implementation plan focuses on strengthening environmental protection, climate resilience, biodiversity conservation, sustainable waste management and green economic development. The implementation plan is still in the draft phase.

Biodiversity and Ecosystem Management Programme

The municipality will prioritise the protection of Critical Biodiversity Areas, wetlands, rivers and environmentally sensitive landscapes through improved spatial planning, environmental awareness and sustainable land management practices.

Interventions will include:

- strengthening protection of wetlands and river systems;
- environmental rehabilitation initiatives;
- removal of invasive alien species;
- biodiversity awareness campaigns;
- environmental compliance monitoring;
- promoting conservation partnerships; and
- integrating biodiversity protection into spatial planning decisions.

Climate Change Adaptation and Resilience Programme

The municipality will strengthen climate adaptation planning and climate resilience interventions in order to reduce environmental vulnerability and improve disaster preparedness.

The Climate Change Vulnerability Assessment identifies agriculture, biodiversity, water resources and rural settlements as priority climate-sensitive sectors requiring targeted intervention within eMadlangeni Local Municipality. The municipality will therefore prioritise integrated climate adaptation programmes that support environmental sustainability, food security, disaster resilience and sustainable livelihoods.

Key interventions will include:

- development of a Municipal Climate Change Adaptation Strategy;
- strengthening flood management systems;
- identification and protection of flood lines;
- improving disaster risk reduction planning;
- strengthening EcoDRR interventions;
- promoting sustainable water management;
- strengthening climate awareness programmes; and
- integrating climate adaptation into infrastructure planning.

The municipality will further promote climate-smart agriculture initiatives through support programmes targeting subsistence and emerging farmers. These interventions will include promoting drought-resistant crops, improving grazing management, supporting sustainable livestock systems and strengthening agricultural extension support.

Environmental conservation and biodiversity protection will also form part of climate adaptation interventions. Conservation initiatives will focus on protecting grassland ecosystems, wetlands and river systems that provide critical ecological services and climate resilience functions.

The municipality will continue strengthening partnerships with district, provincial and national stakeholders in order to improve climate adaptation planning, environmental resilience and disaster preparedness.

Waste Management and Circular Economy Programme

The municipality will continue implementing waste management and waste diversion initiatives in line with the Integrated Waste Management Plan.

Key focus areas will include:

- implementation of separation-at-source initiatives;
- establishment and operationalisation of the Buy-Back Centre;
- strengthening recycling partnerships;
- reducing illegal dumping;
- improving waste collection services;
- development and gazettement of waste by-laws;
- promoting waste diversion and recycling;

- investigating establishment of a Material Recovery Facility;
- environmental awareness programmes; and
- promoting green economy initiatives.

The municipality recognises that waste management initiatives create opportunities for local economic development, green job creation and environmental sustainability.

Land Rehabilitation and Environmental Restoration Programme

The municipality will prioritise rehabilitation of degraded land and environmentally damaged areas. This is subject to the municipality's ability to raise revenue and In working hand in hand with the district, sister municipalities, the provincial government and the national government.

Key interventions are to include:

The rehabilitation of eroded areas in order to reduce land degradation, improve soil stability and restore environmental functionality within affected areas. Rehabilitation interventions will contribute towards reducing environmental vulnerability, improving ecosystem resilience and protecting agricultural land.

The restoration of degraded grasslands will remain an important environmental management priority due to the ecological and agricultural importance of grassland ecosystems within the municipality. Grassland restoration initiatives will assist in improving biodiversity conservation, grazing capacity and climate resilience.

The municipality will continue promoting sustainable grazing management practices aimed at reducing overgrazing, preventing soil erosion and improving long-term land productivity. Sustainable grazing management is essential for protecting natural vegetation, supporting livestock farming and maintaining ecosystem health.

The removal and control of invasive alien vegetation will continue through environmental rehabilitation programmes and partnerships with relevant stakeholders. Invasive alien plant species continue to threaten biodiversity resources, water availability and ecosystem functioning within the municipality.

Riverbank rehabilitation initiatives will be implemented in environmentally sensitive areas affected by erosion and environmental degradation. Rehabilitation of riparian zones will contribute towards improving water quality, reducing erosion and strengthening ecosystem protection.

The municipality will further promote sustainable agricultural practices aimed at supporting environmental sustainability, climate resilience and long-term agricultural productivity. These interventions will encourage responsible land management, soil conservation and sustainable resource utilisation.

Environmental awareness campaigns will continue to be implemented in order to educate communities, farmers, schools and stakeholders on environmental protection, sustainable land management and biodiversity conservation. These awareness initiatives will assist in promoting

environmental stewardship and community participation in environmental management programmes.

Environmental Governance and Capacity Building Programme

The municipality will continue strengthening institutional environmental capacity through the implementation of environmental training programmes aimed at improving technical skills, environmental compliance awareness and sustainable environmental management practices among municipal officials and stakeholders. Capacity-building initiatives will further contribute towards improving environmental governance and effective implementation of environmental legislation and policies.

The municipality will prioritise the strengthening of environmental compliance systems in order to improve monitoring, enforcement and adherence to applicable environmental legislation and regulatory requirements. This will include improved environmental oversight, compliance inspections and coordination with relevant regulatory authorities.

The development, adoption and implementation of environmental by-laws will remain a key priority in strengthening environmental governance within the municipality. The by-laws will assist in regulating environmental management practices, controlling illegal dumping, promoting environmental protection and improving enforcement mechanisms.

The municipality will continue promoting public participation programmes aimed at encouraging community involvement in environmental management initiatives and decision-making processes. Community participation remains important in promoting environmental stewardship, accountability and sustainable environmental practices.

Environmental awareness campaigns will continue to be implemented throughout the municipality in order to educate communities, schools, businesses and stakeholders on environmental sustainability, waste management, biodiversity protection and climate change adaptation measures.

The municipality further recognises the importance of strengthening intergovernmental coordination with district, provincial and national departments, environmental agencies and strategic partners in order to improve environmental planning, resource mobilisation and implementation of environmental programmes.

The municipality will also continue improving environmental monitoring and reporting systems to strengthen environmental data management, compliance reporting and informed environmental decision-making. Improved monitoring systems will contribute towards better environmental planning, performance tracking and regulatory compliance within the municipality

C.2.5 GREEN ECONOMY AND GREEN JOB OPPORTUNITIES

The municipality recognises the importance of promoting green economic development and environmentally sustainable livelihood opportunities.

Potential green economy opportunities within the municipality include:

- recycling and waste diversion projects;
- environmental rehabilitation projects;
- alien invasive plant removal programmes;
- eco-tourism initiatives;
- sustainable agriculture projects;
- renewable energy projects;
- conservation management programmes; and
- environmental education initiatives.

Potential spatial focus areas for green economy initiatives include:

- degraded land requiring rehabilitation;
- wetland and river rehabilitation areas;
- conservation and biodiversity zones;
- areas surrounding the Buy-Back Centre;
- agricultural support zones; and
- environmentally sensitive landscapes requiring restoration.

The municipality will seek partnerships with government departments, environmental organisations, the private sector and community organisations to strengthen green economy development and environmental sustainability initiatives.

C.2.6 ENVIRONMENTAL STRATEGIC OBJECTIVES

The municipality has identified the following strategic environmental objectives:

- To protect and conserve biodiversity resources and environmentally sensitive areas.
- To strengthen climate change adaptation and disaster resilience.
- To improve environmental governance and compliance management.
- To strengthen sustainable waste management and waste diversion.
- To rehabilitate degraded environmental areas and improve ecosystem functioning.
- To protect agricultural land and water resources.
- To promote sustainable land use management.
- To strengthen environmental awareness and community participation.
- To promote green economy initiatives and environmental job creation.

- To strengthen institutional environmental capacity and implementation systems.

eMadlangeni Local Municipality possesses significant environmental resources that are important for biodiversity conservation, agricultural productivity, tourism development, ecological sustainability and socio-economic development.

Despite these environmental assets, the municipality continues to experience environmental pressures associated with climate change, settlement expansion, land degradation, biodiversity loss, pollution, inadequate waste management infrastructure and increasing pressure on natural resources.

The municipality recognises that environmental sustainability is fundamental to sustainable development and improved quality of life. Environmental management therefore remains a strategic priority within municipal planning and development processes.

The municipality remains committed towards strengthening environmental governance, climate resilience, biodiversity conservation, sustainable waste management and green economy development through integrated planning, environmental partnerships, community participation and implementation of environmental management programmes.

Environmental sustainability interventions contained within this chapter will contribute towards improved environmental quality, climate resilience, sustainable livelihoods and long-term socio-economic development within eMadlangeni Local Municipality.

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

The Fire Brigade Services Act No. 99 of 1987 as amended by the White Paper on Fire Services GN 4373 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 Veld and Forestry Act 101 of 1998 as amended with regulations in terms chapter 2 of the Act, furthermore the municipality endeavours to South African National Standards (SANS) and relevant International Codes of best practice to achieve Fire Safety, Prevention and weight of response minimum requirements. The National Disaster Management Framework (Notice 57 of 2005) classifies disaster management into four Key Performance Areas (KPAs) and three Enablers. KPA three (3) on "Disaster Risk Reduction" (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation. EMadlangeni Local Municipality (ELM) has reviewed and updated a Disaster Management Sector Plan (DMSP) for integration in the 2025/26 IDP in compliance with the legislation.

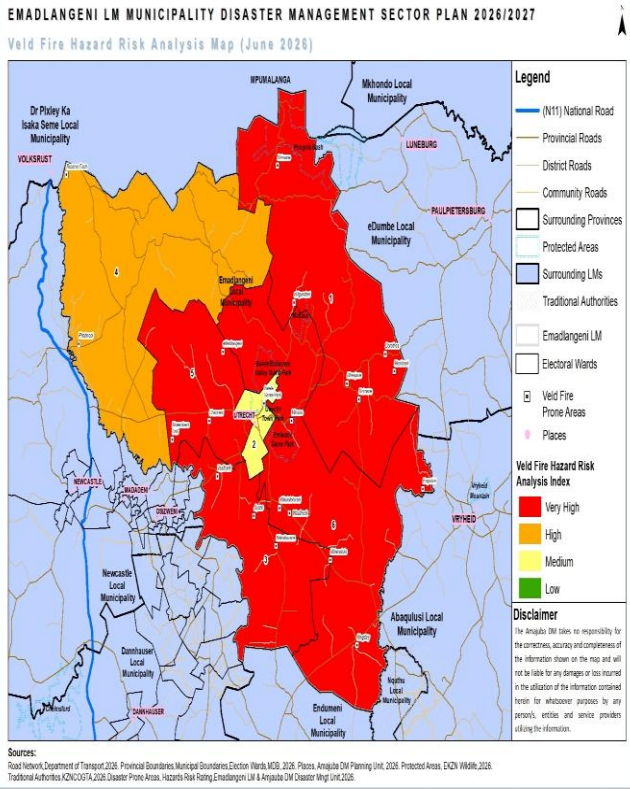
C.2.3.2 MUNICIPAL INSTITUTIONAL CAPACITY

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.

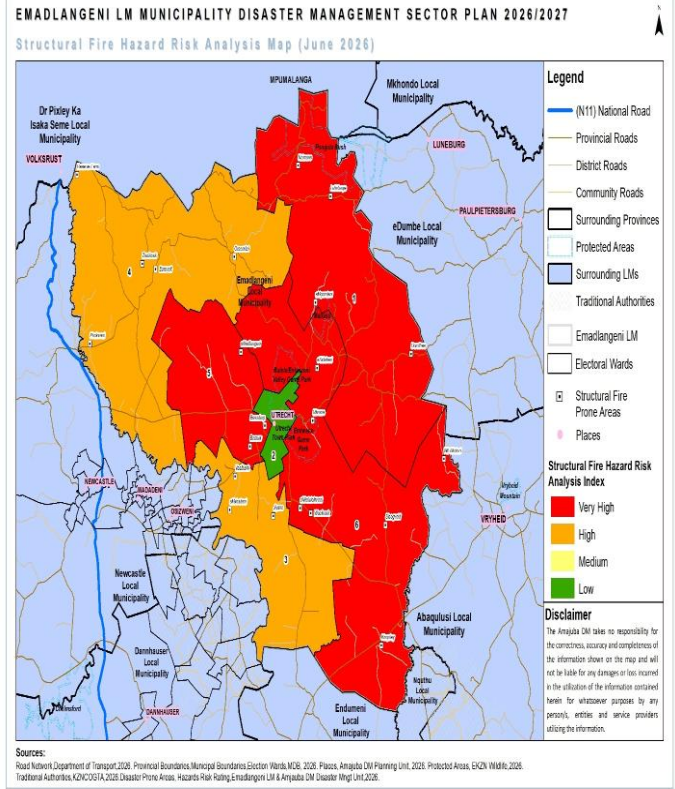
C.2.3.3 RISK ASSESSMENT

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.

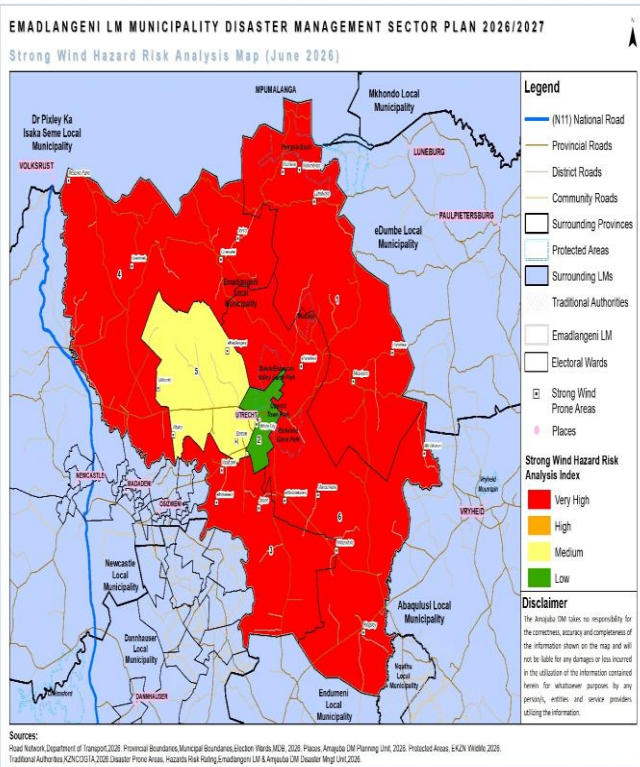
Map 1: Veld Fires Hazard Map



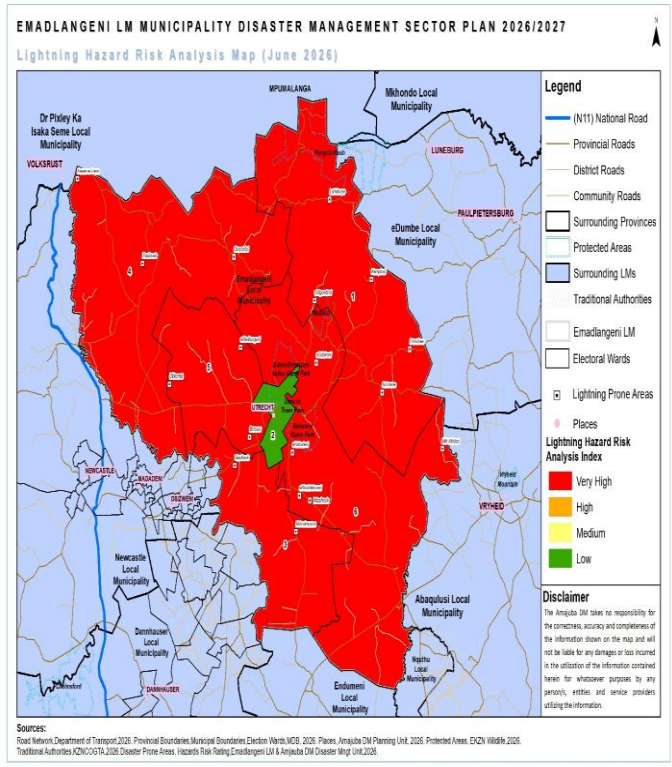
Map 2: Structural Fires Hazard Map



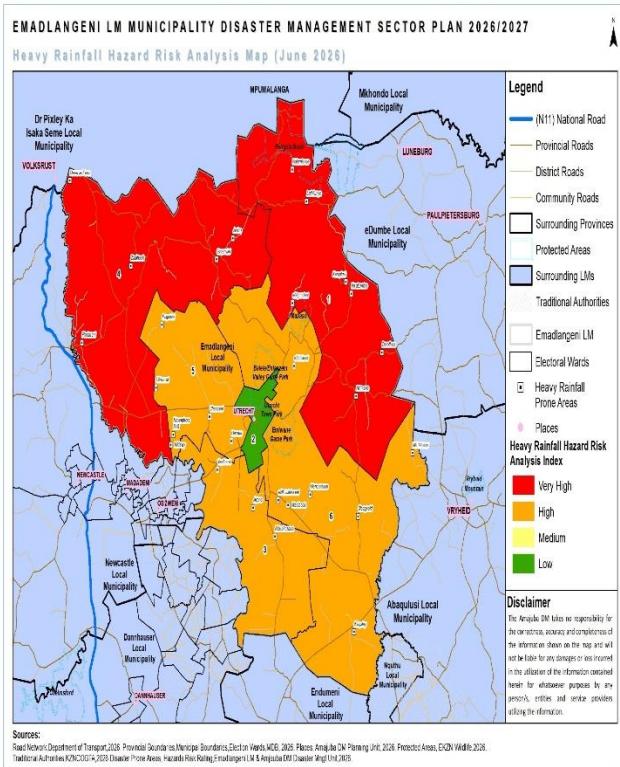
Map 3: Strong winds Hazard Map



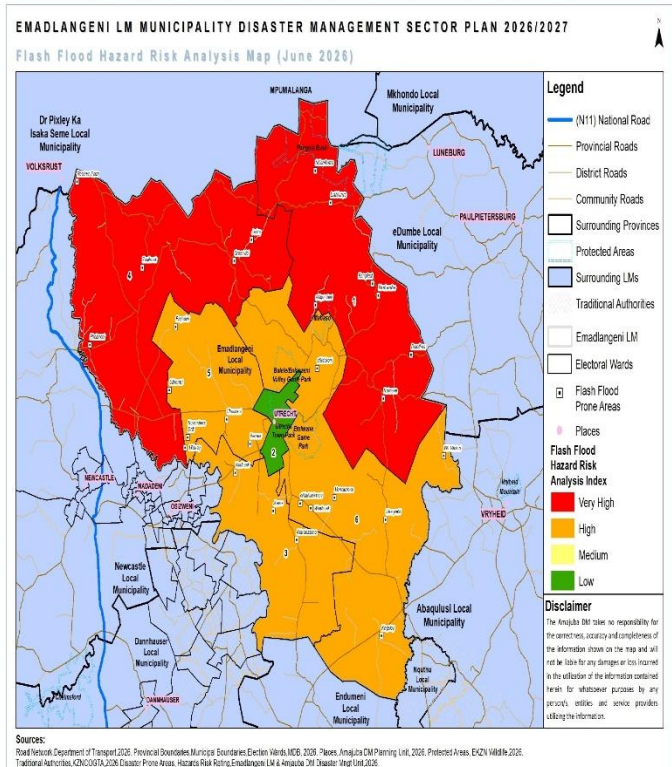
Map 4: Lightning Hazard Map



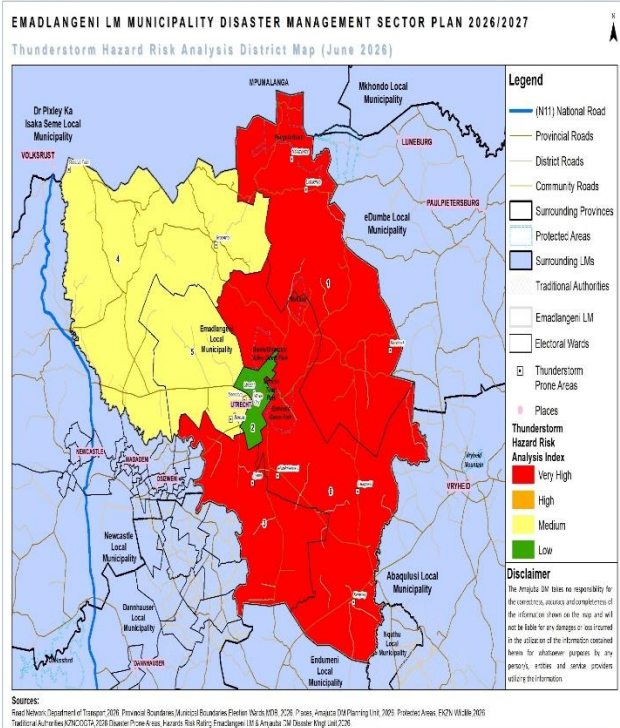
Map 5: Heavy rains Hazard Map



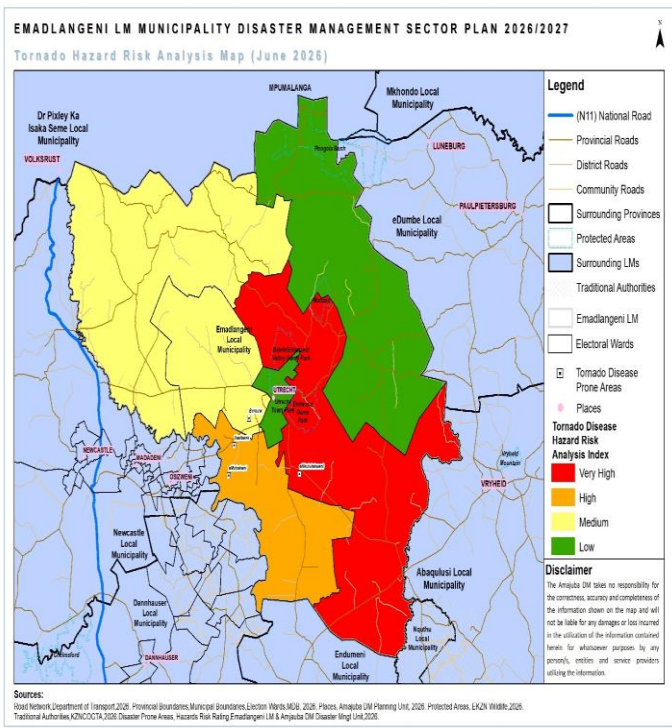
Map 6: Flash floods Hazard Map



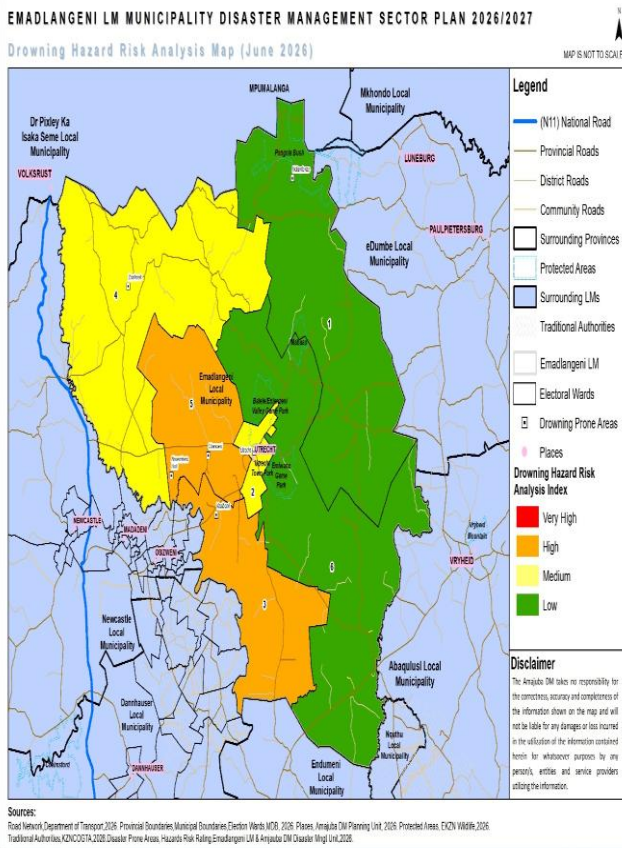
Map 7: Thunderstorms Hazard Map



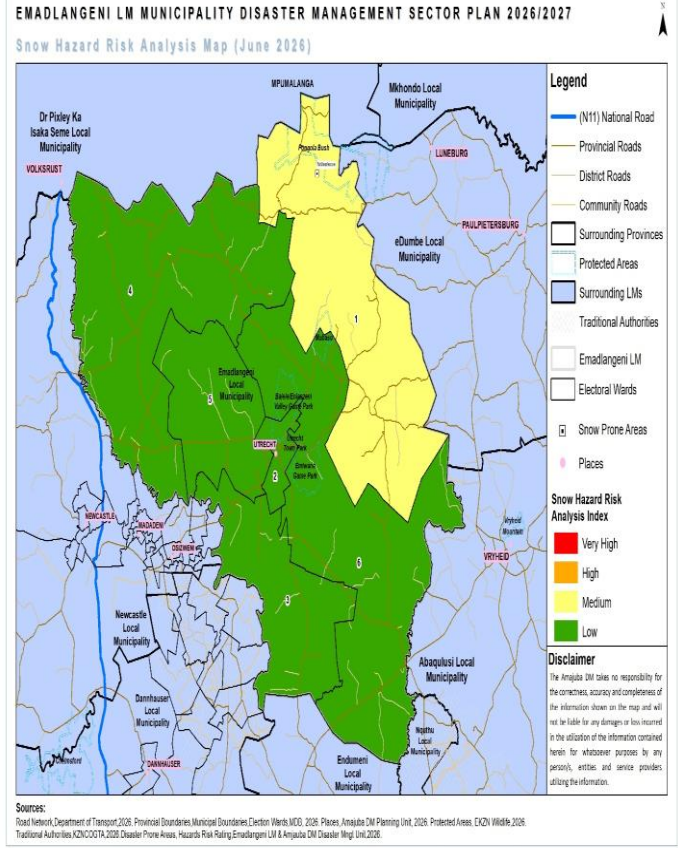
Map 8: Tornado Hazard Map



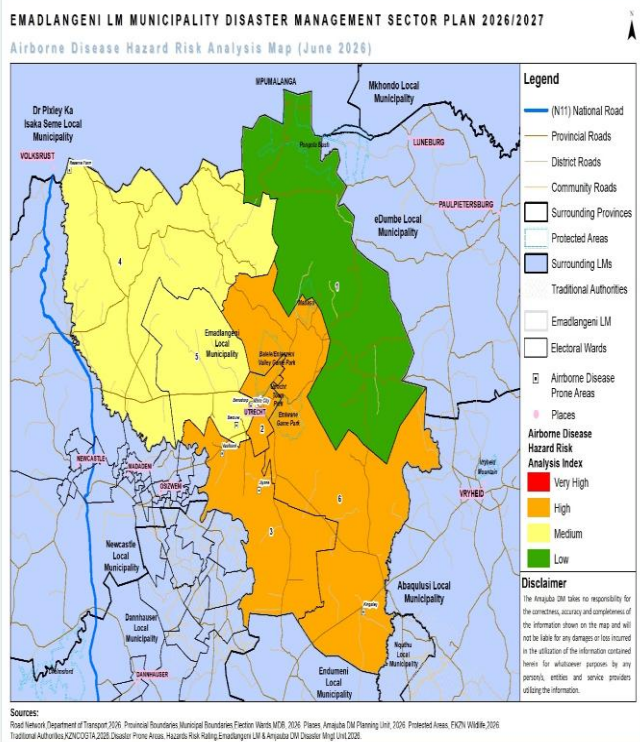
Map 9: Drowning Hazard Map



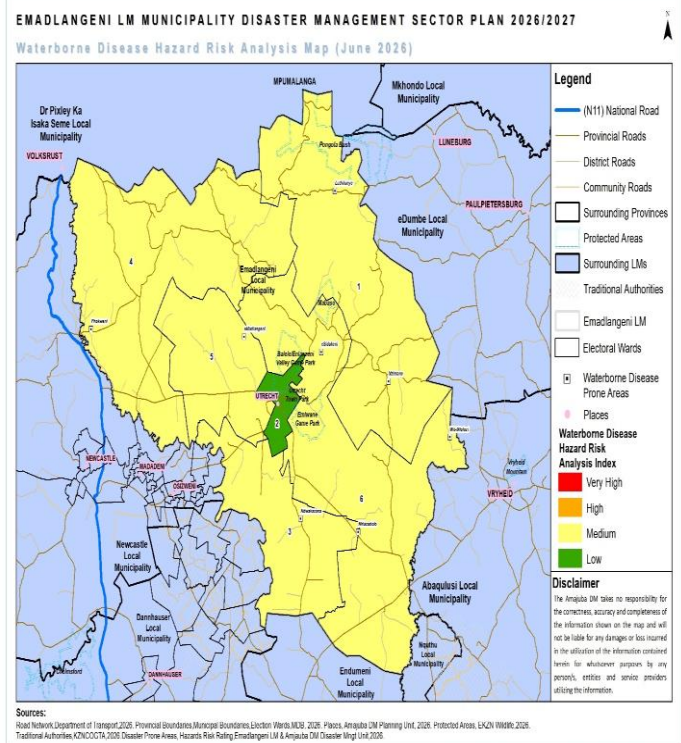
Map 10: Snow Hazard Map



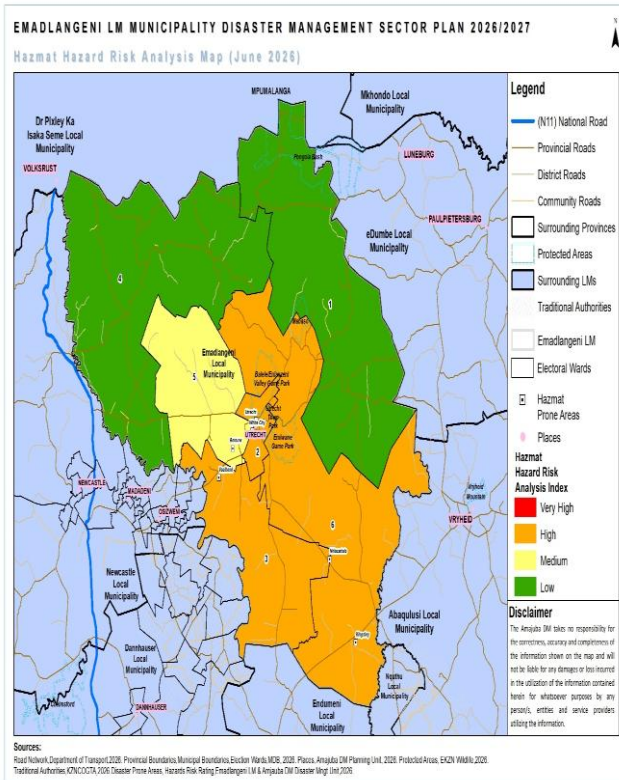
Map 11: Airborne disease Hazard Map



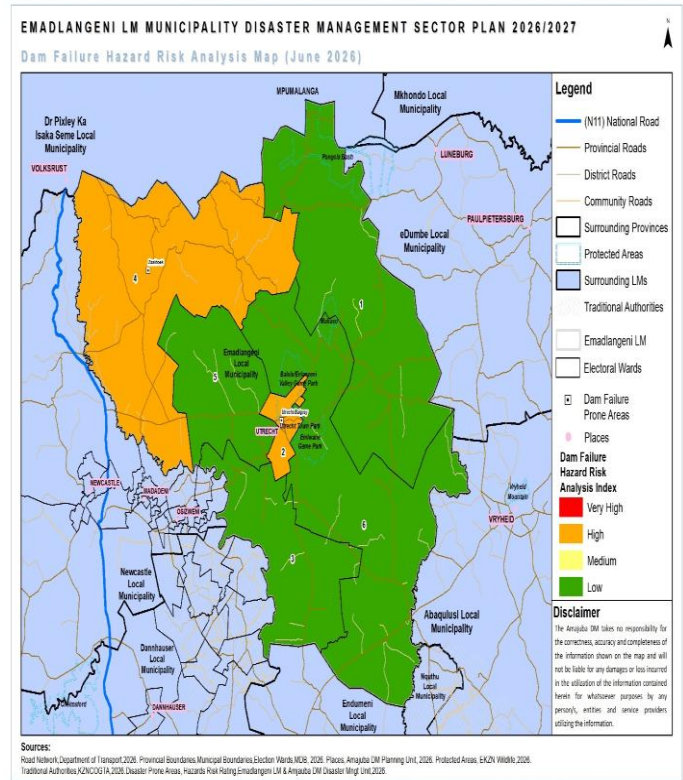
Map 12: Waterborne disease Hazard Map



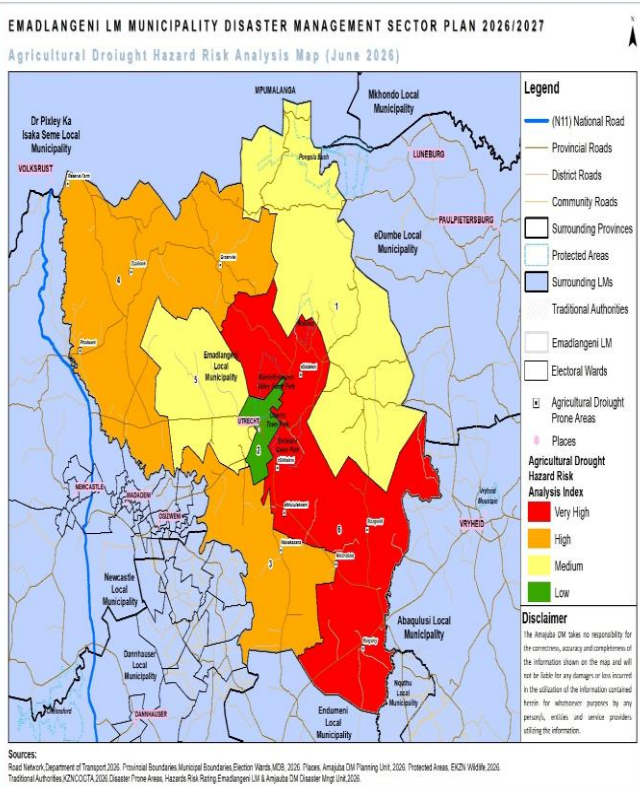
Map 13: Hazmat Hazard Map



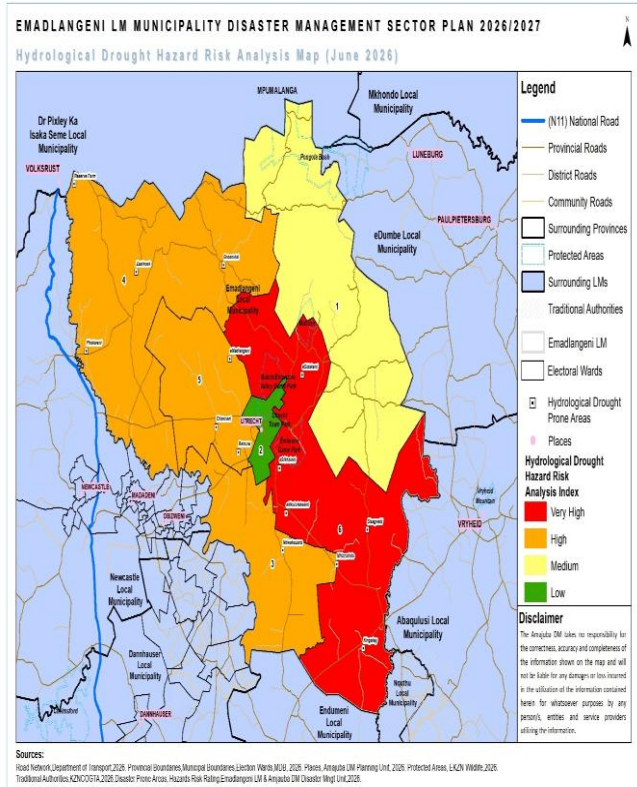
Map 14: Dam Failure Hazard Map



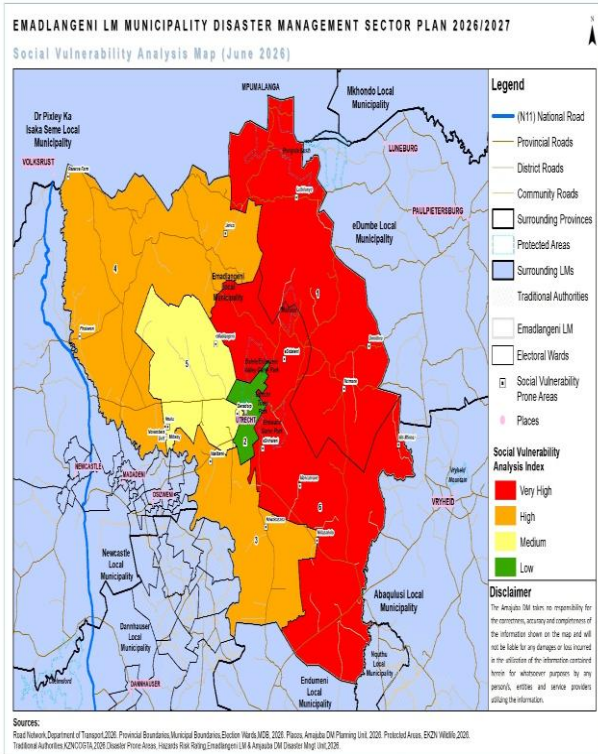
Map 15: Agricultural Drought Hazard Map



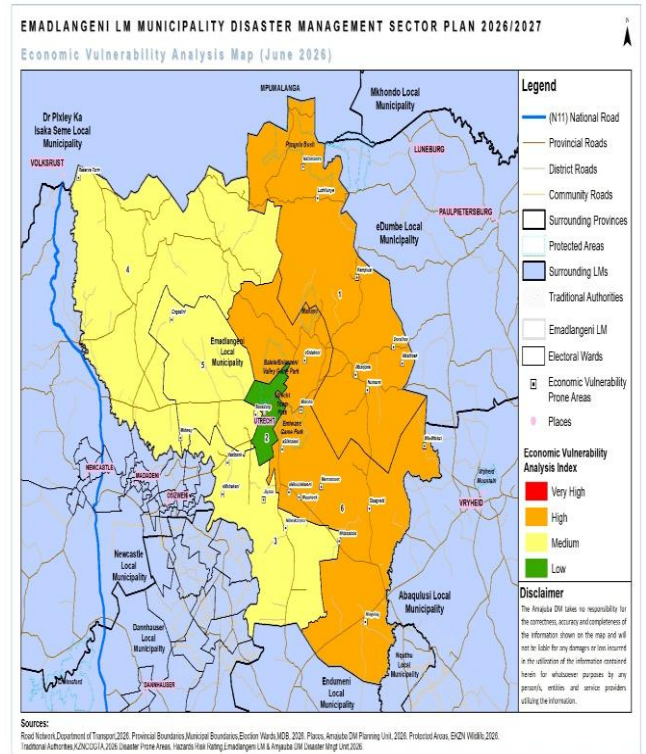
Map 16: Hydrological Drought Hazard Map



Map 17: Social Vulnerability Map



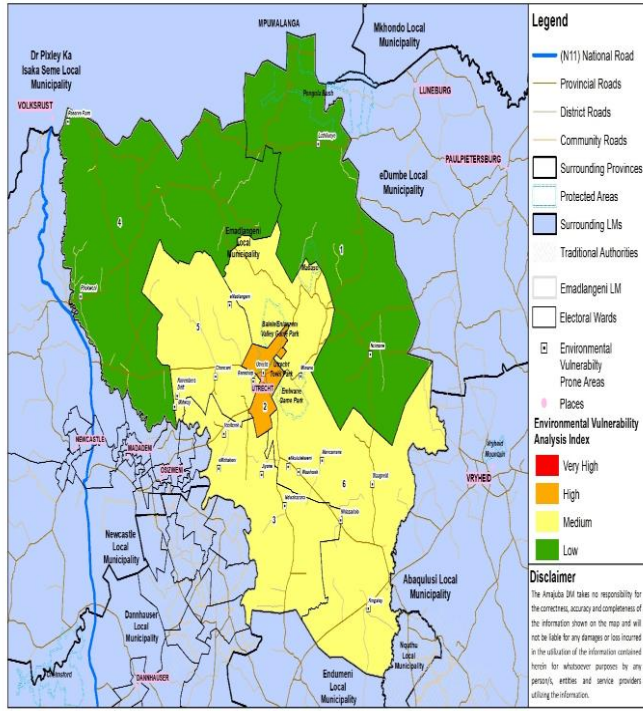
Map 18: Economic Vulnerability Map



Map 19: Environmental Vulnerability Map

EMADLANGENI LM MUNICIPALITY DISASTER MANAGEMENT SECTOR PLAN 2026/2027

Environmental Vulnerability Analysis Map (June 2026)

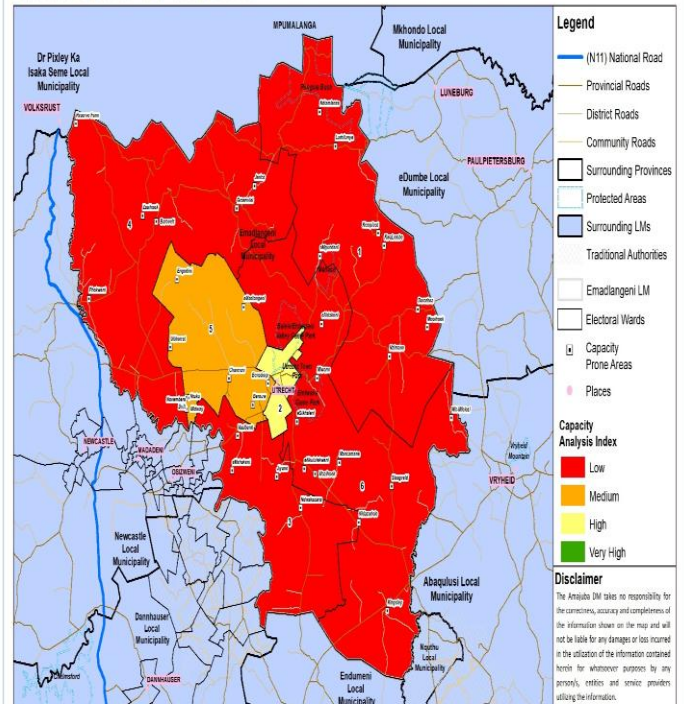


Sources:
Road Network, Department of Transport, 2026; Provincial Boundaries, Municipal Boundaries, Election Wards, MDS, 2026; Places, Amajuba DM Planning Unit, 2026; Protected Areas, EKZN Wildlife, 2026; Traditional Authorities, KZNCOGSA, 2026; Disaster Prone Areas, Hazards Risk Rating, Emadlangeni LM & Amajuba DM Disaster Mngt Unit, 2026.

Map 20: Capacity Map

EMADLANGENI LM MUNICIPALITY DISASTER MANAGEMENT SECTOR PLAN 2026/2027

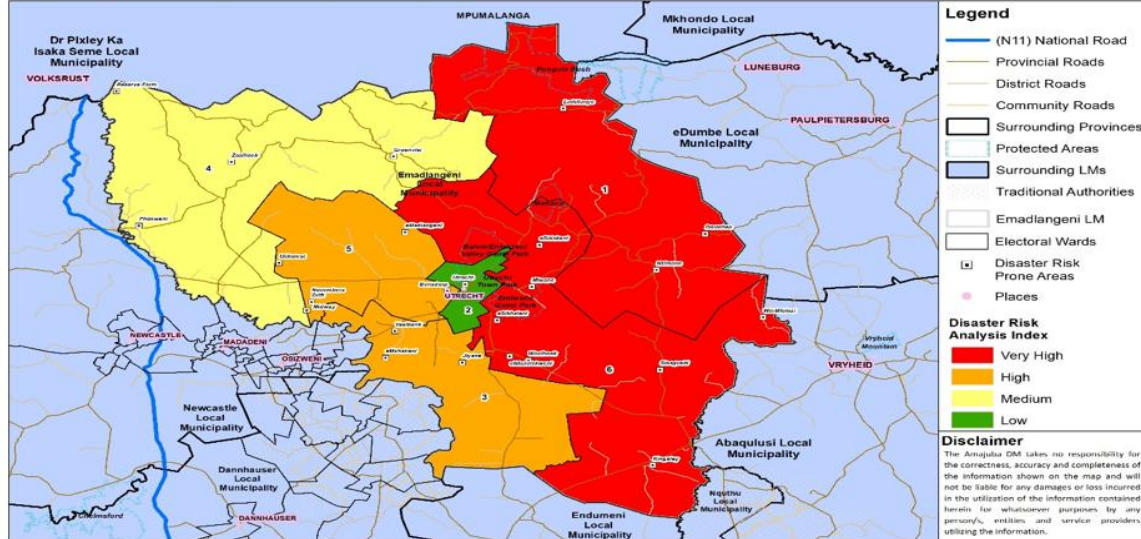
Capacity Analysis Map (June 2026)



Sources:
Road Network, Department of Transport, 2026; Provincial Boundaries, Municipal Boundaries, Election Wards, MDS, 2026; Places, Amajuba DM Planning Unit, 2026; Protected Areas, EKZN Wildlife, 2026; Traditional Authorities, KZNCOGSA, 2026; Disaster Prone Areas, Hazards Risk Rating, Emadlangeni LM & Amajuba DM Disaster Mngt Unit, 2026.

EMADLANGENI LM MUNICIPALITY DISASTER MANAGEMENT SECTOR PLAN 2026/2027

Disaster Risk Analysis Map (June 2026)

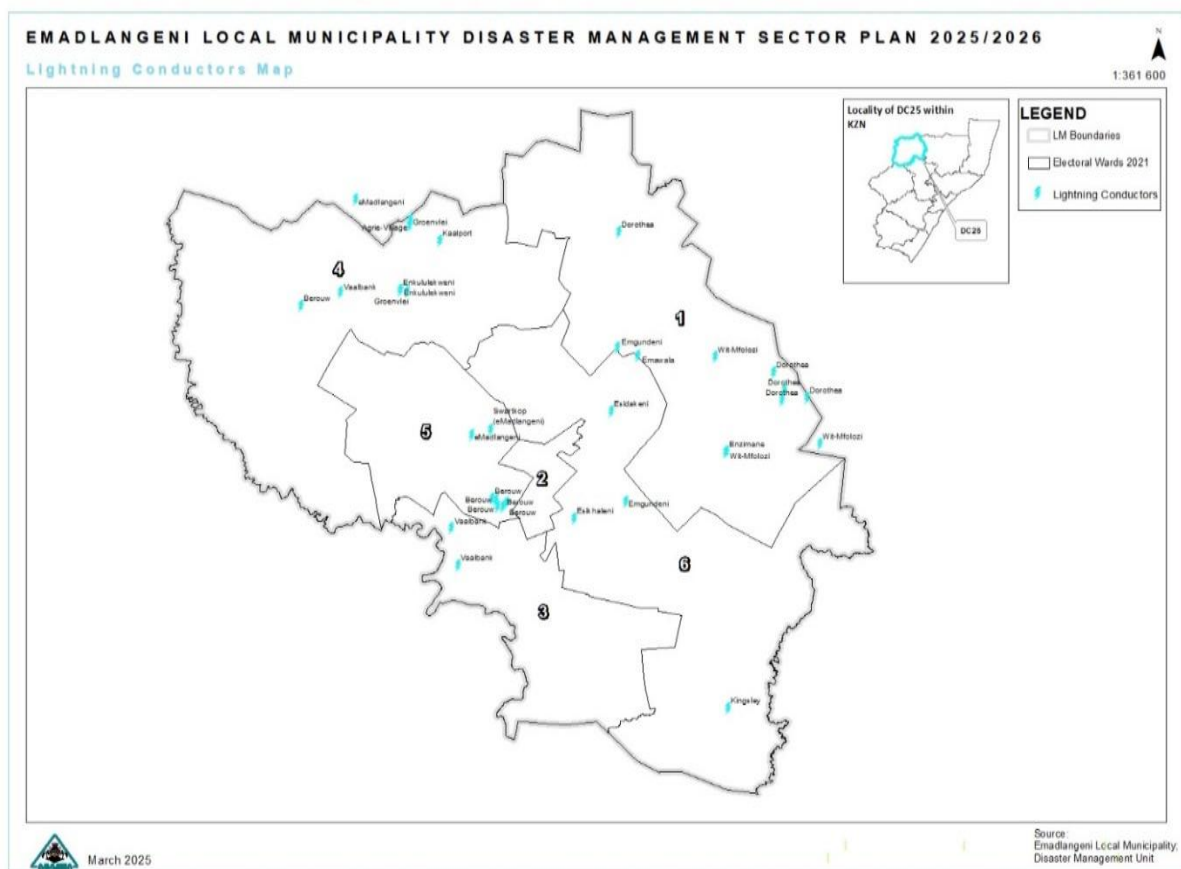


Sources:
Road Network, Department of Transport, 2026; Provincial Boundaries, Municipal Boundaries, Election Wards, MDS, 2026; Places, Amajuba DM Planning Unit, 2026; Protected Areas, EKZN Wildlife, 2026; Traditional Authorities, KZNCOGSA, 2026; Disaster Prone Areas, Hazards Risk Rating, Emadlangeni LM & Amajuba DM Disaster Mngt Unit, 2026.

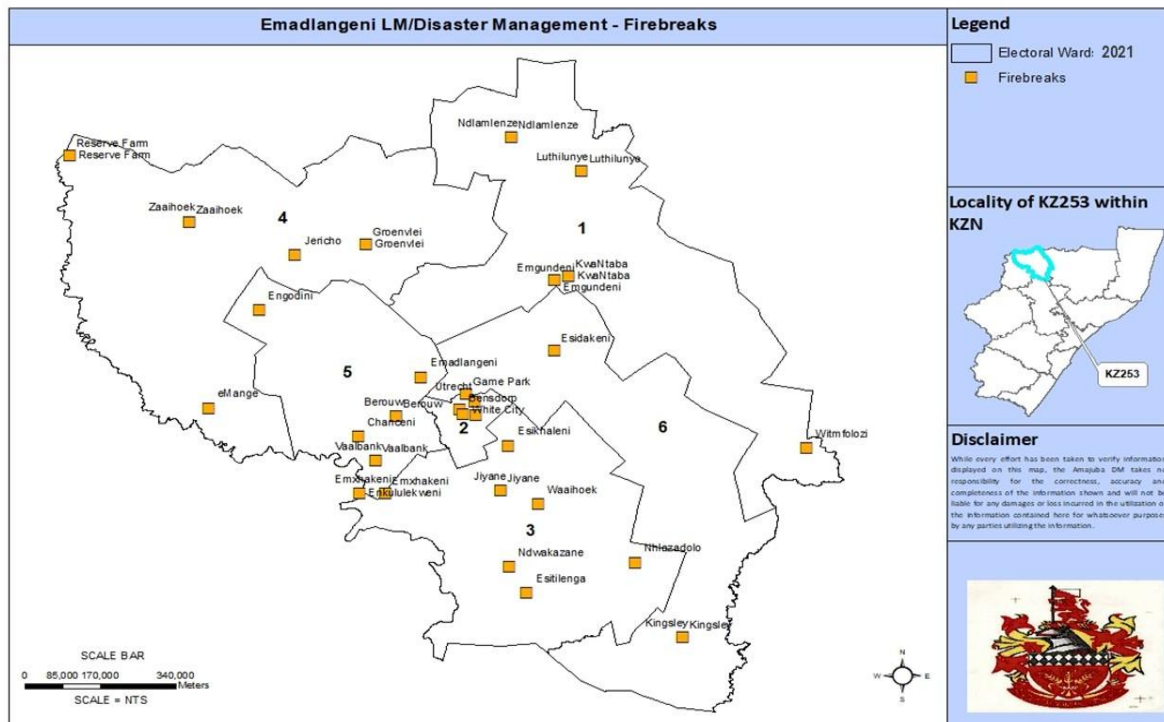
Map 21: Disaster Risk Map

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
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Insufficient capacity to deal with disaster management and fire services ▪ 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 and fire services (inventory, resources etc.). ▪ Enforcement of municipal by-laws. ▪ Unsustainable use of some of the indigenous plant resources
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> ▪ Inclusion of disaster risk reduction efforts in other structures and processes. 	<ul style="list-style-type: none"> ▪ 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.
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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 and limited network coverage for reporting incidents for responding 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 Local municipality has the Human Resource Strategy in place. The strategy is reviewed annually and was adopted by Council in 27 May 2026. 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.

TRAINING AND DEVELOPMENT

Political and administrative staff are undergoing training in various fields continuously in terms of the Skills Development Plan of the Municipality. The following is an indication of the trainings that have been provided and associated expenditure on trainings as at the end of the 2025/ 2026 year.

TOTAL ACTUAL TRAINING BENEFICIARIES (2025/2026)

Name of Intervention	Type of Training Intervention e.g. skills programme, short course, learnership,	How was training rolled out? Accredited service provider; In-house;	No.of Employees Trained
MSCOA Workshop	Skills programme	ACCREDITED SERVICE PROVIDER	02
Managing Disaster Risk in the Public Sector	Short Course	ACCREDITED SERVICE PROVIDER	02
Municipal Finance Management Programme	Short Learning Programme	ACCREDITED SERVICE PROVIDER	01
Electronic National Traffic Information System	Short Course	TRAINING COLLEGE	01
Training For electricians	Skills Programme	IN-HOUSE	03

REPORT ON TRAINING EXPENDITURE (2025/2026)

	Training Budget
Discretionary Grant Received from LGSETA	
Mandatory Grant Received from LGSETA	R81 831.11
Municipality's Own Training Budget (Section 168 (2) of the Municipal Systems Act; Section 52 of the Municipal Staff Regulations)	R350.000

C.3.2 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The organogram was reviewed and approved by Council on 27 May 2026. 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 vacancy rate is 22,87%. The highlights of the organogram are as follows:

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

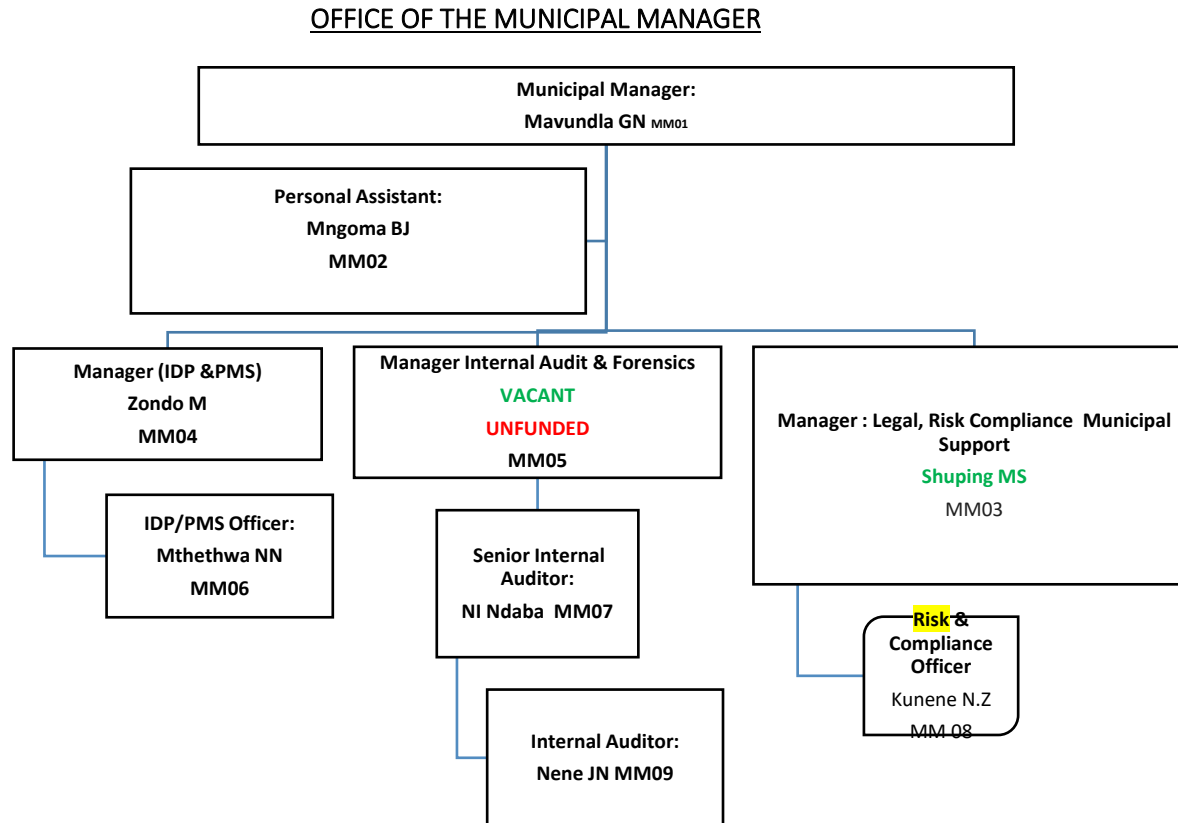
DEPARTMENT	FUNCTIONS
	Council support programmes, Implementation of By-laws and Municipal Pound
Budget and Treasury Office	<p>Income: is responsible for Revenue Management; Debt Management and internal control.</p> <p>Expenditure: is responsible for expenditure management; procurement; materials; insurance; internal control and properties</p> <p>Supply Chain Management, assets and facilities.</p> <p>Fleet management</p>
Municipal Planning & Technical Services	<p>Electrical: is responsible for electricity and gas reticulation and street lighting.</p> <p>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</p> <p>Municipal planning: SDF, LUMS, environmental management, facilitation of human settlements (housing).</p> <p>Local economic development</p> <p>Local tourism management</p>

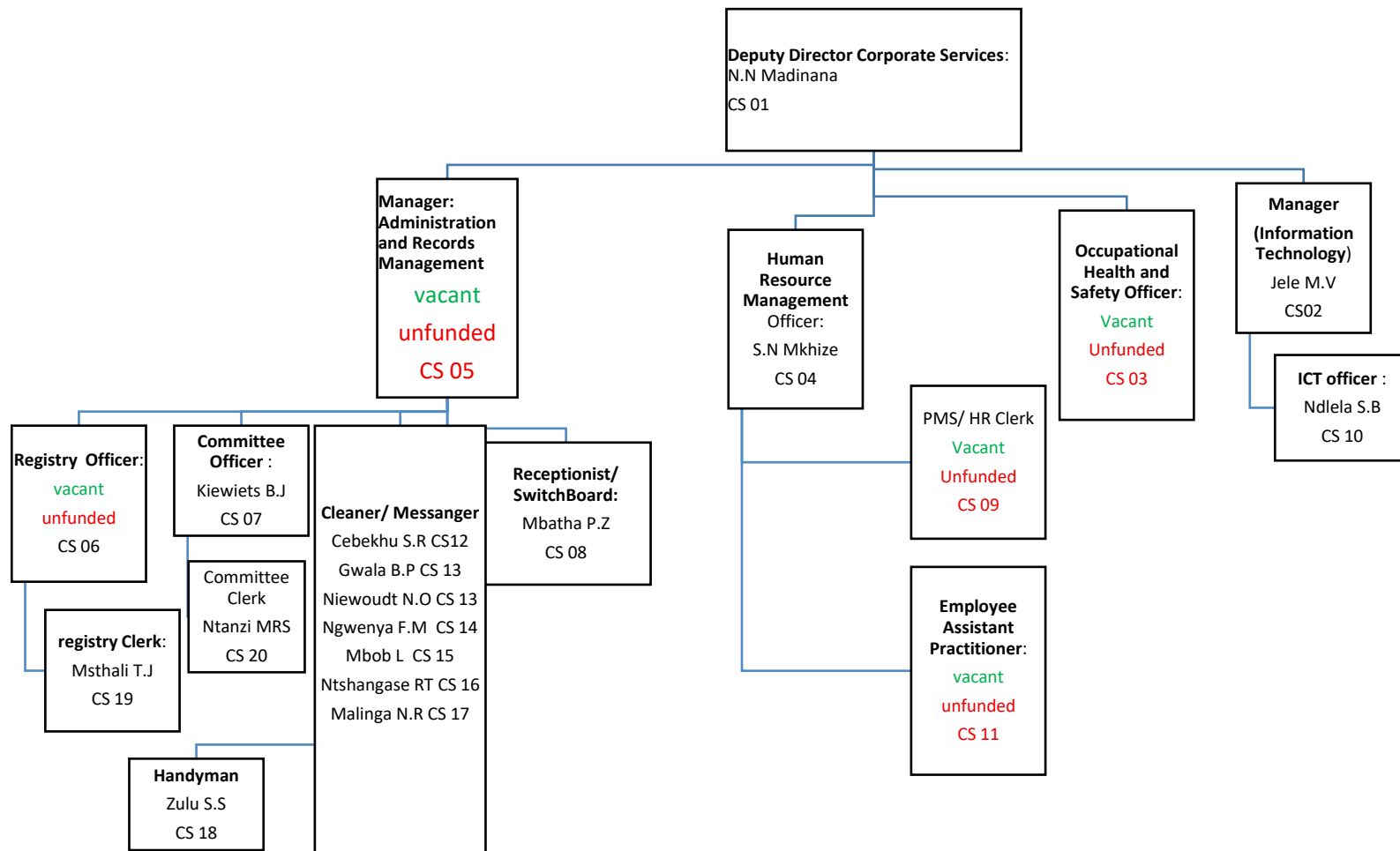
EMADLANGENI LOCAL MUNICIPALITY

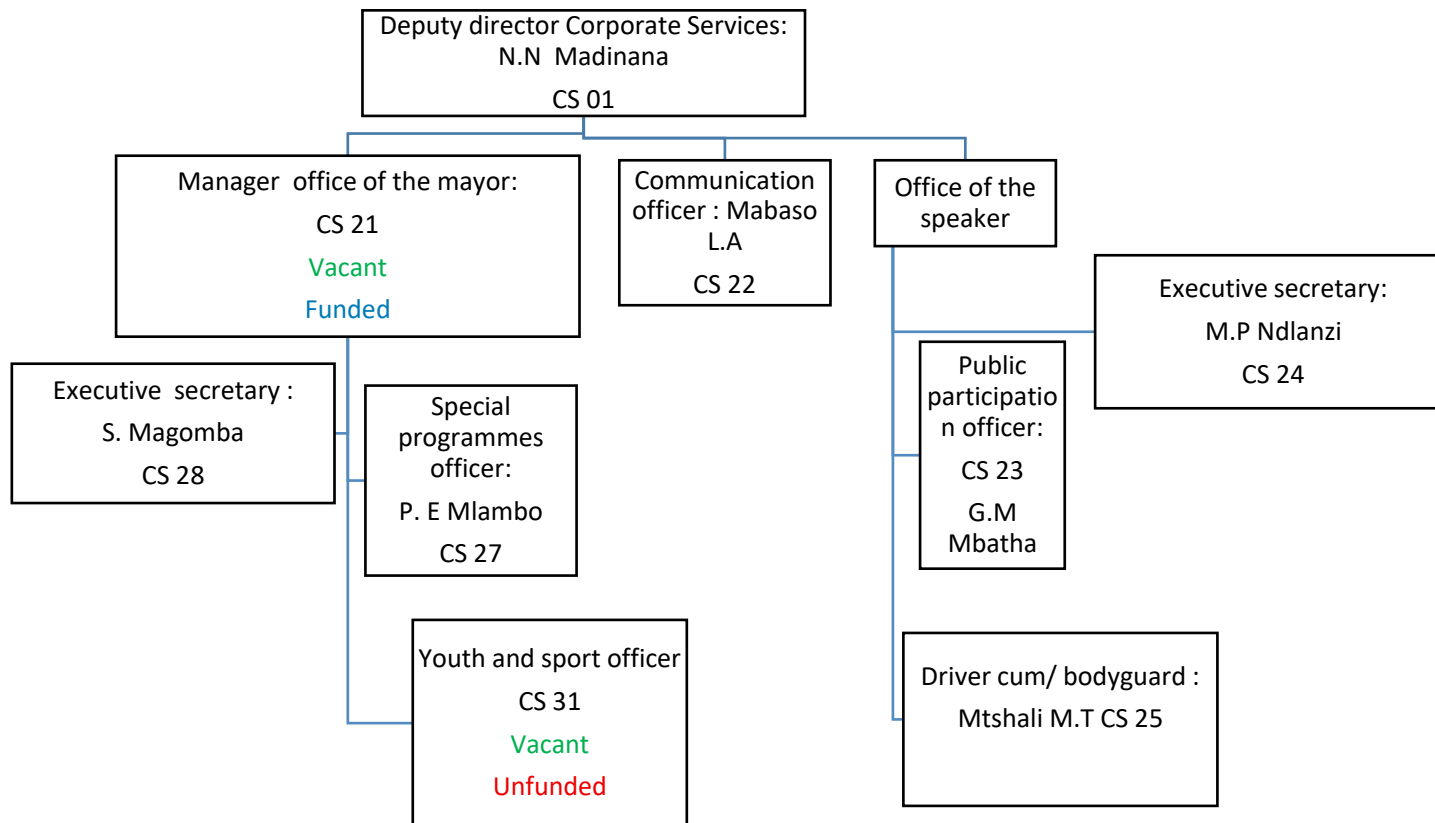
INFRASTRUCTURE AND PLANNING DEVELOPMENT---CHART 1

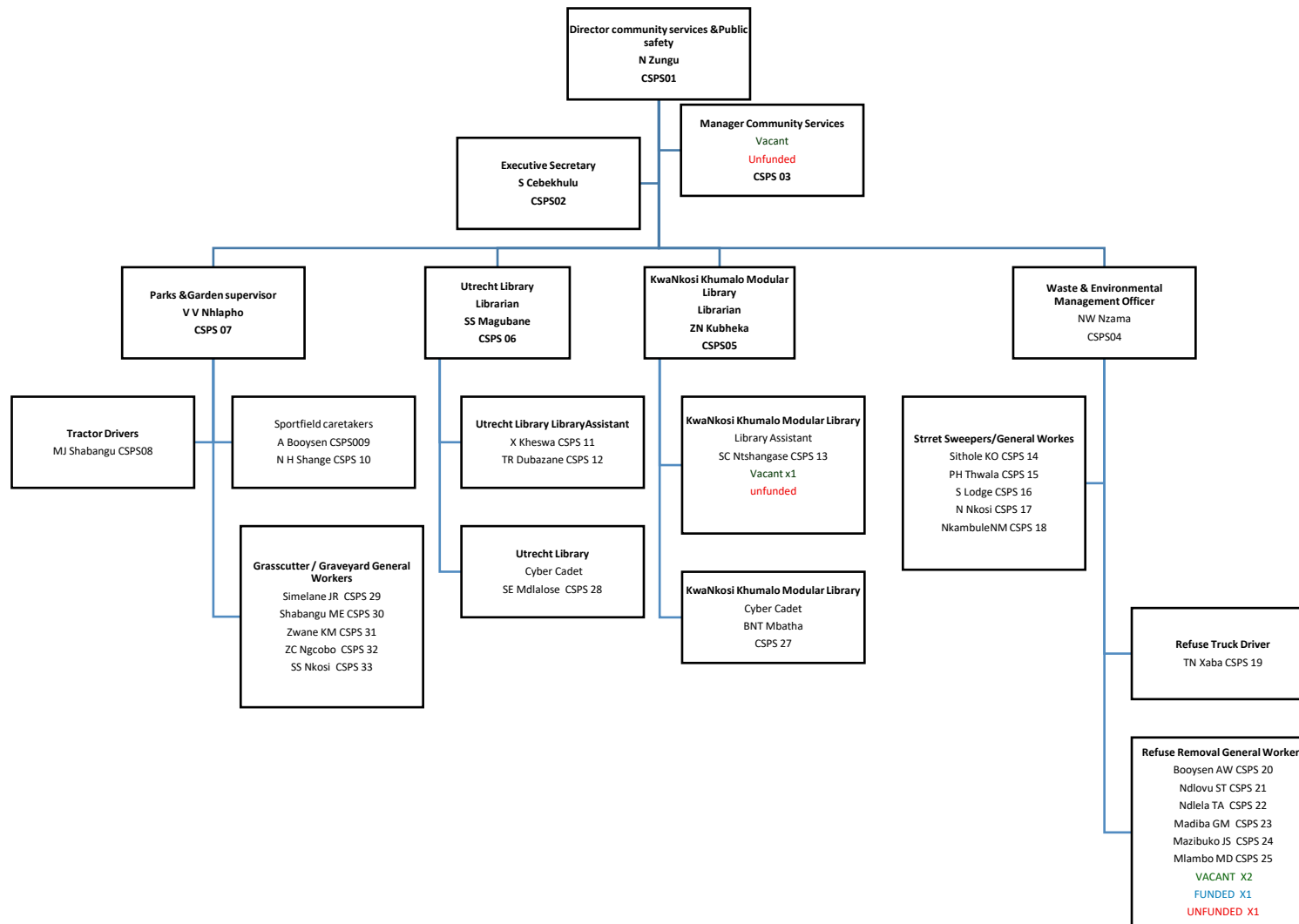
KEY INDICATORS

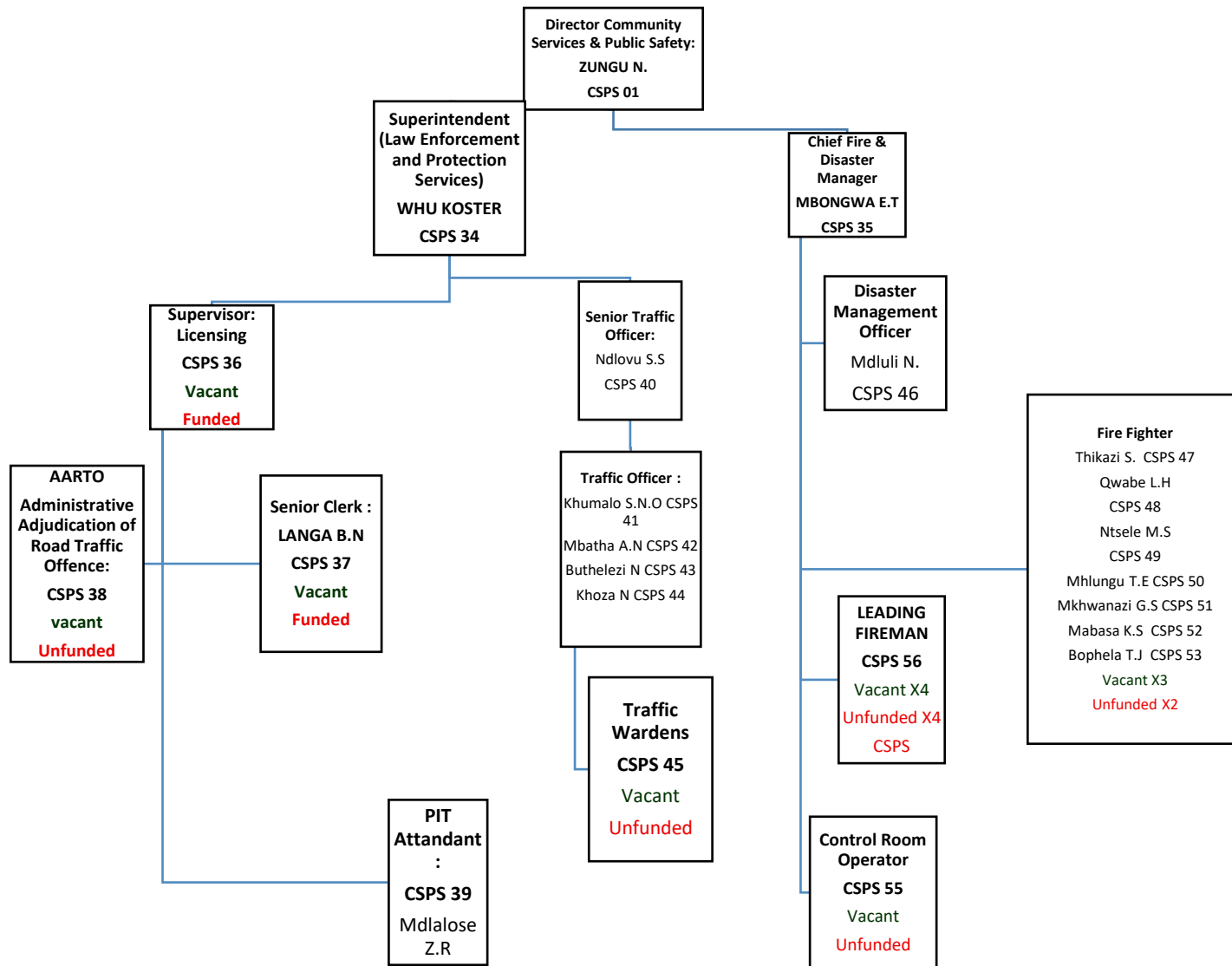
VACANT
NOT FUNDED
NEW POST
FUNDED

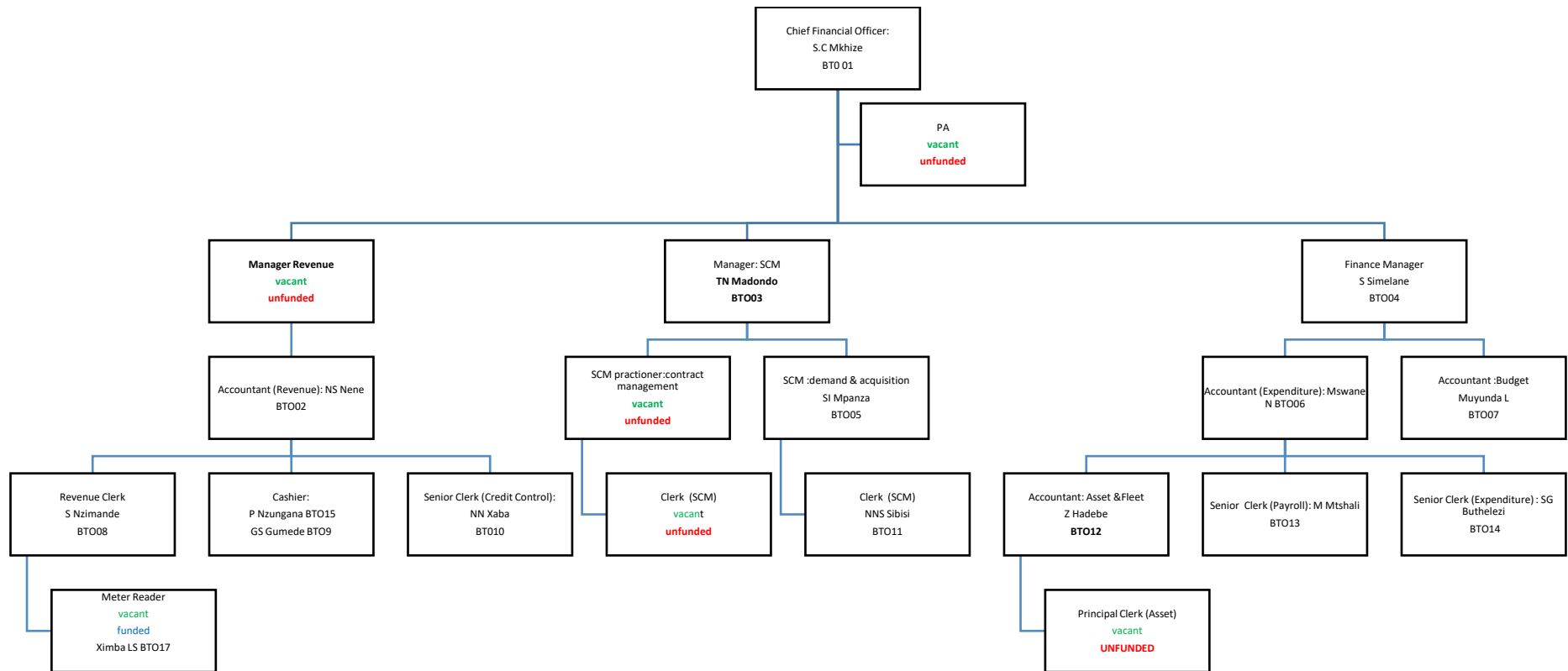


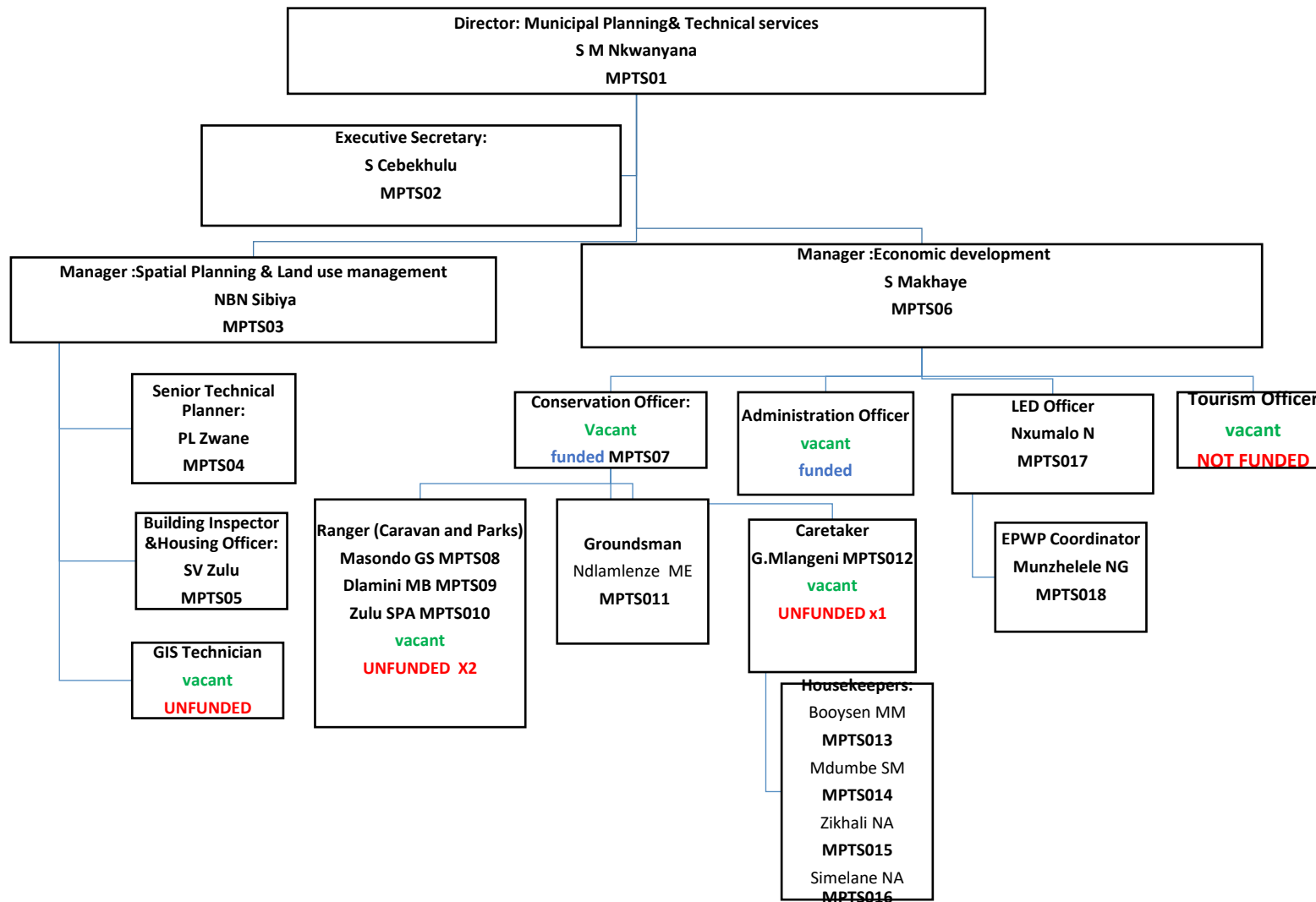


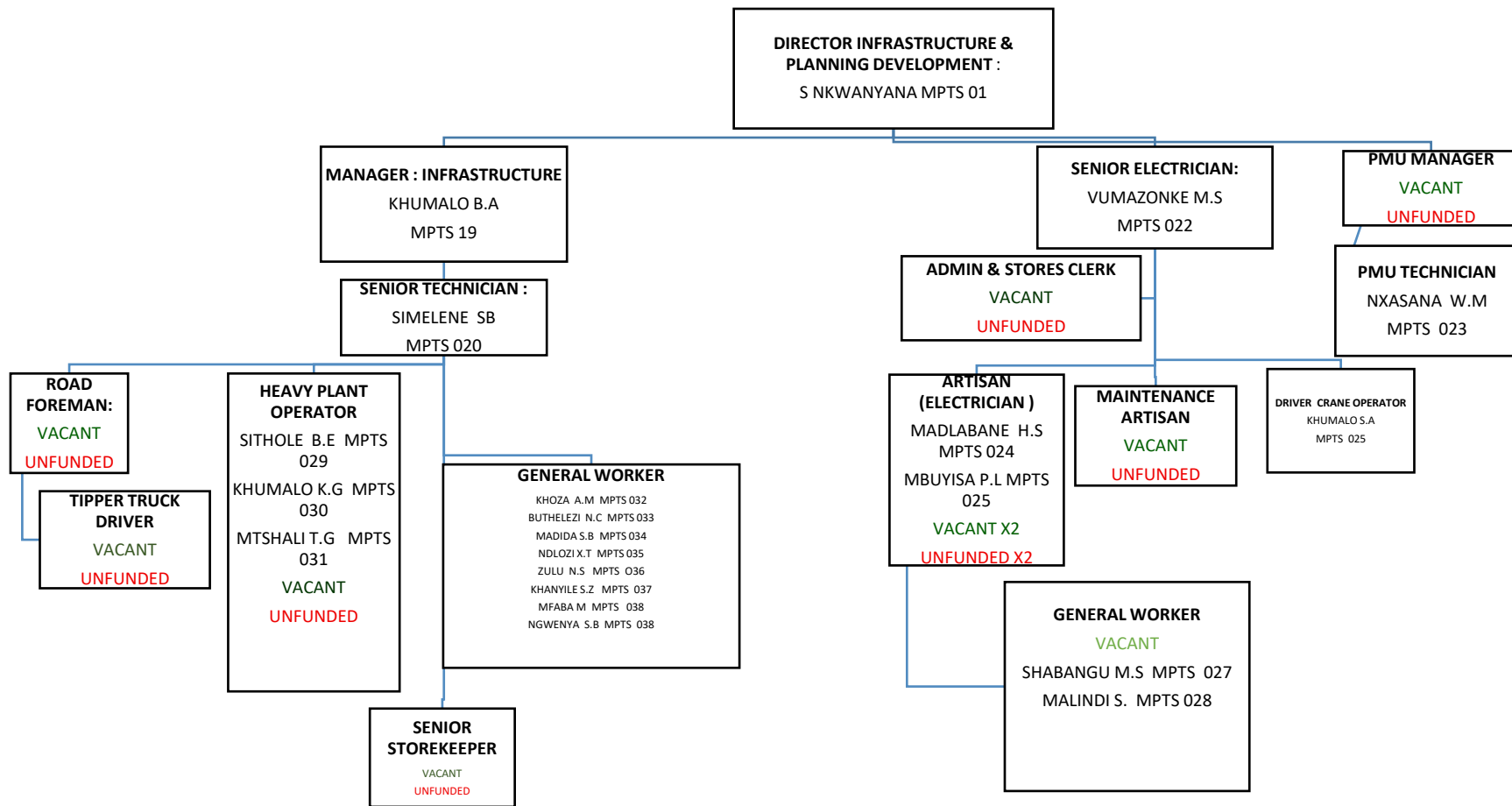












MUNICIPAL POWERS AND FUNCTIONS

NO.	POWERS AND FUNCTION	AMAJUBA DISCTRICT 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 50% of women in Senior Management positions where 2 two females and two males 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 2026.

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. However, the Municipality in collaboration with the department of transport we appointed 15 interns living disability.

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 23 April 2026. It was then submitted to LGSETA on 28 April 2026.

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 2026.

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:

<ul style="list-style-type: none"> ➤ 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
<ul style="list-style-type: none"> ➤ 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.
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WORK INTEGRATED LEARNING (WIL) (IN-SERVICE TRAINING / INTERNSHIPS)

During the 2025/26 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 In-service 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, the Recruitment & Selection Policy in place which was adopted in May 2023. The policy aims a

- 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

The **eMadlangeni Local Municipality ICT Governance Framework**, following its most recent review in May 2026, is designed to align the municipality's technological investments with its Integrated Development Plan (IDP) and the national **Public Service Corporate Governance of ICT Policy Framework (Version 2)**.

The framework functions as a strategic bridge, ensuring that ICT is not just a "technical department" but a core driver of service delivery at Emadlangeni Local Municipality.

Core Pillars of the Framework

The framework is built on three specific phases that govern how technology is managed in the municipality:

Phase 1: The Enabling Environment

- **Decision Rights:** Establishes the **ICT Steering Committee** as the primary body for approving high-level ICT projects and expenditures.
- **Accountability:** Shifts responsibility from technical staff to "Senior Leadership," ensuring the Deputy Director Corporate Services and the ICT manager oversee ICT risks.

Phase 2: Strategic Alignment

- **IDP Integration:** Every ICT project (such as the ongoing Balele renovation) must directly map back to a municipal strategic objective (e.g., Revenue Enhancement or Infrastructure Development).
- **Budgetary Control:** Prevents "shadow IT" by requiring all hardware and software procurement to be vetted against the ICT Procurement Plan.

Phase 3: Continuous Improvement (The Annual Review)

- **Compliance Monitoring:** The annual review (like the one completed in May 2026) assesses how well the municipality followed the ICT Corporate Governance Framework principles.
- **Performance Metrics:** It evaluates the performance of service providers against their Service Level Agreements (SLAs).

Implementation: The municipality is at the 3rd phase of an **ICT Corporate Governance Framework** implementation. This phase focuses on continuous improvement of our ICT governance. We regularly assess performance, enforce ethical cultures through IT awarenesses, mitigate risks, and adjust to new technological trends.

C.3.8 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT: SWOT ANALYSIS

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Experience, willingness and commitment to perform duties attached to the Units ✓ Experienced communications personnel media relations expertise. ✓ Established relationships with local and regional media, enabling consistent coverage and visibility. 	<ul style="list-style-type: none"> ✓ Only one HRO performing HRM, EAP, OHS, HRD, and LR functions. ✓ There are gaps in HR, communications, PPO, Social services unit in terms of personnel. ✓ Only one employee (Registry Clerk) works in this Unit instead of two employees. ✓ One employee (Communications Officer) and an intern is required ✓ One employee (Public Participation Officer) and an intern is required ✓ One employee (Special Programmes Officer) and an intern is required ✓ Shortage of tools of trade, i.e 10 laptops required for the whole organisation ✓ Limited communications budget, restricting campaign reach, media buying, and content production.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Tapping into the Internship Programme to augment capacity and continuity of service. ✓ Amajuba Tvet college assist with in-service trainee ✓ 5x Provincial treasury interns ✓ 37 x interns in various departments to augment capacity 	<ul style="list-style-type: none"> ✓ Natural and Social ills; ✓ Poor performance resulting from shortage of staff. ✓ Reputational damage to Emadlangeni Local Municipality due to delayed or limited communication arising from a short-staffed unit.

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 on 27 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 on 27 May 2026 for the 2026/27 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 06 May 2026.

NAME & SURNAME	WARD	COMMENT
Busi Ngubani	2 Balgray	-No electrification projects in Balgray. -Requested a visit from the mayor. -Claims they have never received any development
Sibongile Thubela	5	-Requested assistance to attain ID document (41 years).
Mhlaliseni Mabaso	6	-Community feels neglected, no projects that have been done in ward 6 -No electricity, no water -They have a reliable source of water, they just need assistance with pipes.
Senzo Ndlovu	5	-Praised the LED unit for their SMME program -Requested the residents to be prioritized on projects & tenders and labor. -MEC Trucks has never worked. -Boreholes were drilled but were never used -Requested budget for maintenance and serving of infrastructure around emadlangeni
Nesta Msibi	5	-Road infrastructure, it is impossible to travel after rain. -It's impossible to move around this follows regravelling early 2025. -No electricity in households.
Brain Howard	2 white city	-Requesting a new waste truck. -potholes/requesting TLB.
Nomakhosi	6 Esidakeni	-No projects in ward 6 especially in Esidakeni. -Requesting electricity and network coverage. -The ward feels neglected
Nomusa Mkhwanazi	6	-Requesting school transportation from Esidakeni to local schools.
Bonginkosi Mavuso	4	-R34/R37 Road Project contract, have not received their salaries.
Joseph Dlamini	5	-Hiring disabled individuals whilst they are receiving grants from government is unfair. -High electricity cost.

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 15th of April 2026. The DTT successfully coordinated the Cabinet Day which took place on 22nd of April 2026 within Amajuba District, hosted at eMadlangeni Local Municipality. 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 Councilors. The warroom have been revitalized 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

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

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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ The purpose of the forum is to share information on financial management and provide guidance on financial governance, planning, compliance, and performance 	Mr. Mkhize (CFO) and the Finance Team	Meetings convene quarterly
Provincial CoGTA Forums	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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	Meetings convene quarterly

		Ms. Mbatha (Secretariat)	
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 consistency of internal and external communications across the district.	Mr. Mabaso (Communications Officer)	Meetings convene quarterly
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 councillor 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 councillor, 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 Councils 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 FINANCIAL YEAR

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

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 was held on the 6th of May 2026 at the Utrecht Town Hall.

WARD COMMITTEE TRAININGS

There were no accredited trainings conducted.

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
- 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.
- Amajuba DTT hosted the OSS Cabinet Imbizo on the 22nd of April 2026.
- IDP & Budget Roadshow was held on the 6th of April 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.

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 an IDP and Budget Roadshow. The roadshow was held at Utrecht Town Hall on the 06th of May 2026. 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
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The attendance register of Traditional leadership has been attached as **ANNEXURE K3**.

Good Governance & Public Participation Swot Analysis

STRENGTHS	WEAKNESSES
-Robust Legislative Framework -Established Platforms -Democratic Culture	-Communication Gaps -Capacity and Resource constraints -Language and education barriers
OPPORTUNITIES	THREATS
-Technological Innovations -Collaboration with Civil Society -Mandatory Accurate Reviews	-Political Apathy and Discontent -Elite Capture -Time and Financial Costs

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 2025/26 financial year. The municipality managed to achieve 50% of women in Senior Management positions where 2 (two) females and 2 (two) 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 – 01 January 2026

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 daily.
- 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 municipality currently use social media platforms as key communication channels
- (Facebook 8600 followers, WhatsApp Channel 769 followers, TikTok 1083 followers)

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.

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

Purpose of the Internal Audit Unit

eMadlangeni Local Municipality has an established Internal Audit Unit as required by Section 165 of the Municipal Finance Management Act, 56 of 2003 (MFMA). The Internal Audit Unit is an independent and objective assurance and consulting activity designed to add value and improve the Municipality's operations. The Unit assists the Municipality in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes.

Responsibilities of the Internal Audit Unit

The Internal Audit Unit is responsible for conducting internal audit reviews in accordance with the approved risk-based Internal Audit Annual Plan. The Unit provides assurance on the adequacy and effectiveness of internal controls, risk management, governance processes, performance information, compliance with applicable legislation and other key operational processes within the Municipality.

The Internal Audit Unit reports administratively to the Accounting Officer and functionally to the Audit and Performance Committee. The Unit is required to ensure that quarterly Audit and Performance Committee meetings are convened, during which Internal Audit reports on work performed, audit findings, progress on the approved Internal Audit Annual Plan and other matters relating to governance, risk management and internal controls.

The Internal Audit Unit operates in terms of an approved Internal Audit Charter and an approved risk-based Internal Audit Annual Plan for each financial year.

Status and Functionality of the Internal Audit Unit

The Internal Audit Unit of eMadlangeni Local Municipality currently consists of two permanent employees, namely a Senior Internal Auditor and an Internal Auditor. None of the Internal Audit functions are outsourced and the Unit does not operate as a shared service with any other municipality.

Despite existing vacant positions on the approved organogram, the Internal Audit Unit remains functional and continues to effectively execute its mandate. All projects contained in the approved Internal Audit Annual Plan are successfully completed within the financial year and, on average, eight (8) Audit and Performance Committee meetings are successfully convened annually. The Audit and Performance Committee further provides oversight on both the financial and performance management aspects of the Municipality.

C.4.10.2 AUDIT COMMITTEE

Purpose of the Audit and Performance Committee

eMadlangeni Local Municipality has an established Audit and Performance Committee as required by Section 166 of the Municipal Finance Management Act, 56 of 2003 (MFMA). The Committee serves as an independent advisory body to Council, Political Office Bearers and the Accounting Officer, thereby assisting Council in exercising its oversight responsibilities.

The Audit and Performance Committee further provides independent advice and assurance on matters relating to financial management, internal controls, governance, risk management, performance management, compliance with legislation and the effectiveness of the Internal Audit Unit.

The Committee also serves as the Municipality's Performance Audit Committee due to the qualifications, experience and expertise of its members.

Establishment and Composition of the Audit and Performance Committee

The current Audit and Performance Committee members were appointed for the period 01 September 2025 to 31 August 2028. The Committee consists of four (4) independent members who are suitably qualified and experienced and who comply with the requirements of Section 166 of the MFMA, MFMA Circular 65 and the recommendations of the King Report on Corporate Governance.

The composition of the Audit and Performance Committee is as follows:

NAME AND SURNAME OF MEMBER	POSITION(S)
Ms. Thandeka Ndlovu (CA(SA))	Audit & Performance Chairperson
Mr. Velaphi Kubeka	Audit & Performance Committee Member; Municipal Disciplinary Board Chairperson

Mr. Dhanpalan Naidoo	Audit & Performance Committee Member; Risk Management Committee Chairperson
Ms Thanda Mhlongo	Audit & Performance Committee Member

Responsibilities of the Audit and Performance Committee

The Audit and Performance Committee is responsible for reviewing and advising Council and Management on matters relating to:

- Internal financial controls;
- Risk management;
- Governance processes;
- Internal Audit activities;
- Performance management and performance information;
- Compliance with applicable legislation and regulations;
- Annual Financial Statements;
- Auditor-General findings and action plans; and
- Any other matters referred to the Committee by Council or the Accounting Officer.

The Internal Audit Unit reports functionally to the Audit and Performance Committee to ensure effective oversight and accountability. The Committee further reports to Council through the submission of quarterly reports and recommendations arising from Committee deliberations and oversight activities.

Status and Functionality of the Audit and Performance Committee

The Audit and Performance Committee is functional and continues to effectively execute its oversight responsibilities. The Committee convenes regular meetings in accordance with its approved annual work plan and terms of reference.

Although the annual target is four (4) Audit and Performance Committee meetings per financial year, the Municipality exceeded the target during both the 2024/2025 and 2025/2026 financial years, during which a total of eight (8) meetings were successfully convened in each financial year. The overachievement demonstrates the active involvement and commitment of the Committee in strengthening governance, oversight, accountability and performance within the Municipality.

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. The Risk champions assist in updating the risk registers within their respective units. The Risk Officer ensures that the updates are consolidated and a risk management quarterly report is formulated and prepared to be presented during the Risk Management Committee Meeting. The risk registers are assessed annually as per the Risk management implementation plan.

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 was adopted by council on the 29 August 2024. 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 is monitored on a quarterly basis and assessed on an annual basis. The Fraud risk register 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 were formally trained by Provincial Treasury on the which April 2026. This 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 who also forms part of the Audit and Performance Committee.

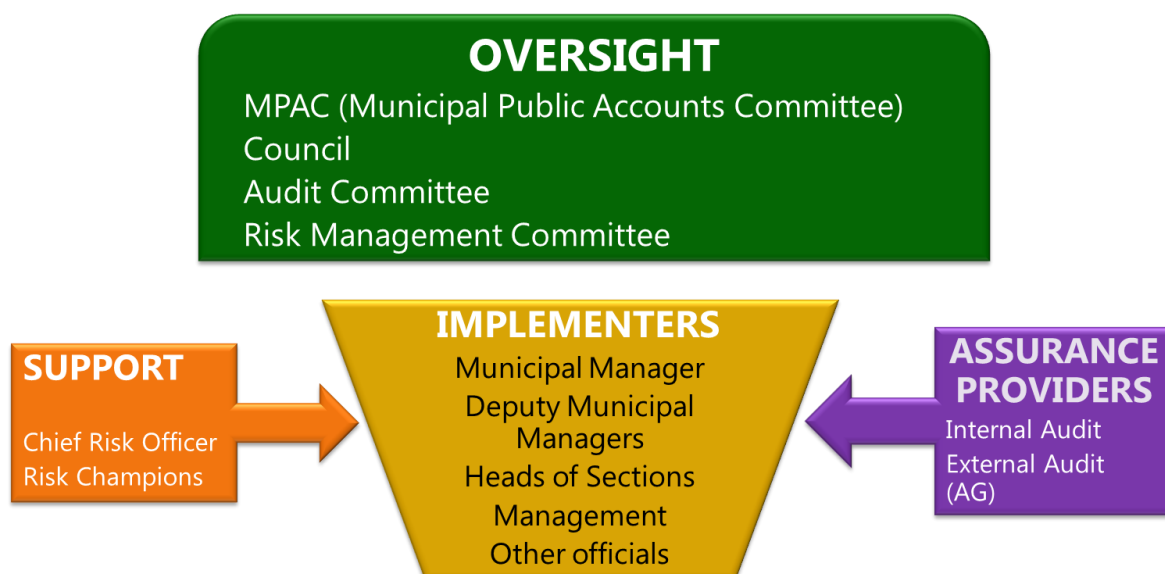
The Risk Management Committee of the eMadlangeni Local Municipality consists of the following members:

Names and Surname	Position
1. Mr Dhanpalan Naidoo	Chairperson
2. Top Executive Management	Members
3. Middle Managers	Members
4. Risk Champions	Members

The Risk Management Committee Meetings have been convened as follows:

Meetings held:	Date:
1. Quarter 1	29 September 2025
2. Quarter 2	01 December 2025

3. Quarter 3	27 February 2026
4. Quarter 4	22 May 2026



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	A32/2019 27.06.2019	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
		Reviewed	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 Reviewed	A59/2019 27.06.2019 A180/2023 29.06.2023 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	

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
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	✓
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	A20/2019 01.04.2019	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
		Reviewed	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 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	✓

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
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	✓
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	Adopted	A86/2024 12.05.2024	

	POLICY	STATUS	COUNCIL RESOLUTION NUMBER	SIGNATURE OF A/O
ITEM NUMBER	HUMAN RESOURCES AND OTHER POLICIES			
	plan and rewards, gift and favours Policy			
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

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:	B. Khumalo (Chairperson) N. Nxumalo (Deputy Chairperson) S. Mpanza (Member) M. Jele (Member) Z. Radebe (Member)

	<p>(a) officials from departments requiring the goods or services.</p> <p>(b) (b) at least one supply chain management practitioner of the municipality or municipal entity and</p> <p>(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.</p>	
Bid Adjudication (BAC)		<p>S.C. Mkhize (Chairperson)</p> <p>S. Nkwanyana (Member)</p> <p>N. Zungu (Member)</p> <p>N. Madondo (Member)</p> <p>P. Mguni (Member)</p> <p>T.L. Shandu (Member)</p>

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.

C.4.15 PORTFOLIO COMMITTEES

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.

BUDGET, TREASURY & CORPORATE SERVICES PORTFOLIO COMMITTEE		
COUNCILLORS NAME	DESIGNATION	PURPOSE OF THE COMMITTEE
1. Cllr ML Buthelezi	Chairperson	<ul style="list-style-type: none"> • Administering the capital and operational budgets of the Municipal Council; • Encouraging the involvement of the community of the municipality and its community organisations and institutions in the matters of the municipality; • Ensuring that the governmental discretions exercised by the municipality are democratic, consistent and accountable; and Administering Council's assets • The leasing, letting, hiring and alienation of the goods and intellectual property of the municipality in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.
2. Cllr PF Chongo	Member	
3. Cllr N Dekker	Member	
4. Cllr VC Ndlovu	Member	
5. Cllr NA Madida	Member	
6. Cllr MJ Mthethwa	Member	
7. Cllr MR Khumalo	Member	
8. Inkosi ZG Mabaso	Member	
9. Inkosi MM Nzima	Member	

		<ul style="list-style-type: none"> • Implementing and maintaining an effective and efficient information technology system, catering for all the needs of the municipality. • Obtaining proper legal services for the municipality. • Providing adequate, effective and efficient secretarial, agenda and minuting services to the municipal council and its committees. • Implementation and maintenance of an approved records system. • Carrying out sport and recreation programmes with the municipality. • Providing adequate, effective and efficient Human Resources and Management service and; • That the values and principles set out in Section 195 of the Constitution are promoted throughout the municipal administration • Administration of ward committee with the municipality; • Overseeing certain municipal library services
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		<ul style="list-style-type: none"> • To pay attention to Operation Sukuma Sakhe to the entire municipality •
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MUNICIPAL PLANNING AND TECHNICAL SERVICES PORTFOLIO COMMITTEE		
COUNCILLORS NAME	DESIGNATION	PURPOSE OF THE COMMITTEE
1. Cll MR Khumalo	Chairperson	Advising on legislation and service delivery mechanisms, which are within the financial Overseeing the delivery of certain municipal services and facilities; and projects Ensuring, subject to any policy that the Municipal Council may determine in terms of any National and Provincial Legislation made in terms of
2. Cllr N Dekker	Member	
3. Cllr FP Chongo	Member	
4. Cllr SM Khoza	Member	
5. Cllr N Nkosi	Member	
6. Cllr KV Sibisi	Member	
7. Inkosi ZG Mabaso	Member	
8. Inkosi MM Nzima	Member	

		<p>section 217 (3) of the Constitution prior to the date referred to in Item 21 (4) of Schedule 6 to the Constitution, that when the municipality contracts for goods and services, it does so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective.</p> <p>The goal of the of Development Planning and Local Economic Development is to provide strategic direction to the municipality with regards to development issues and to ensure that the municipality's vision and strategies are achieved in the fields of development planning and operations.</p> <p>Provide spatial and development plans, and the management thereof within the context of the <u>Integrated Development Plan</u>.</p> <p>Facilitate and manage the development and ongoing enhancement of strategy, policies and processes pertaining to city planning, land administration, housing.</p> <p>Facilitate and manage a number of interrelated spatial, housing, land and programmes.</p> <p>Formulate and implement appropriate policies and strategies to sustain rural development.</p> <p>Allocate, manage and optimize resources, and drive performance within the key focus areas of development planning and operations</p> <p>The provision of Human Settlement and Infrastructure to the community of the municipality in a sustainable manner by overseeing Human Settlements and Infrastructure development and Human settlements and Infrastructure</p>
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C.4.16 LAND USE MANAGEMENT

The Emadlangeni Local Municipality is now fully SPLUMA compliant with an appointed Authorising Officers, planning Registrar, planning appeal Registrar, gazetted 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 regularly.

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

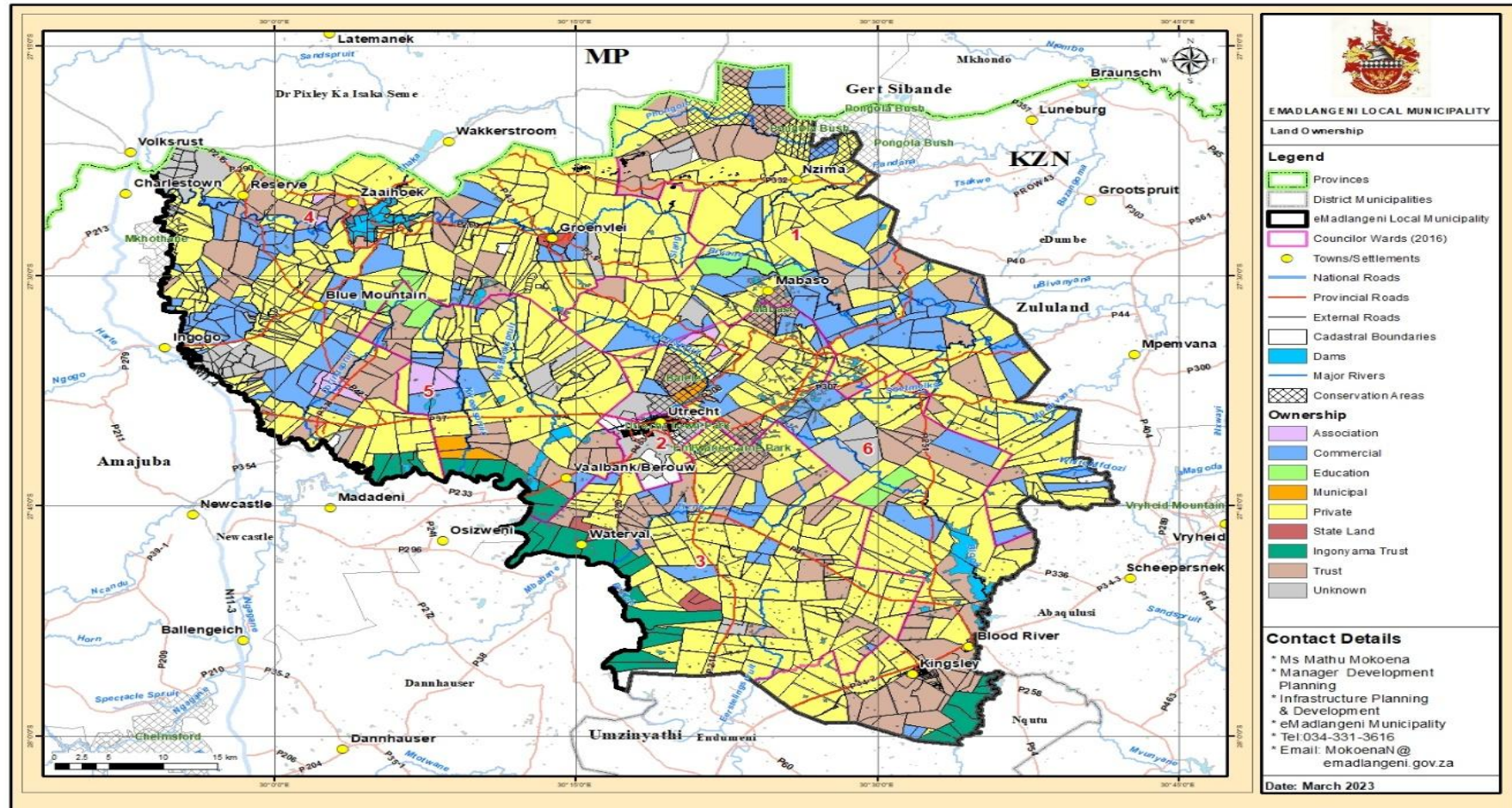
Land ownership in eMadlangeni falls within the state, Communal Property Associations, Communal Trust, state land and privately owned land. Majority of the land in the municipality is privately owned, where private ownership includes individuals, families and trusts. The municipality owns a very small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

Land Owners Area	(Hectares)
Province of KZN	9 436 100 hectares
Emadlangeni Municipality	3 539 hectares

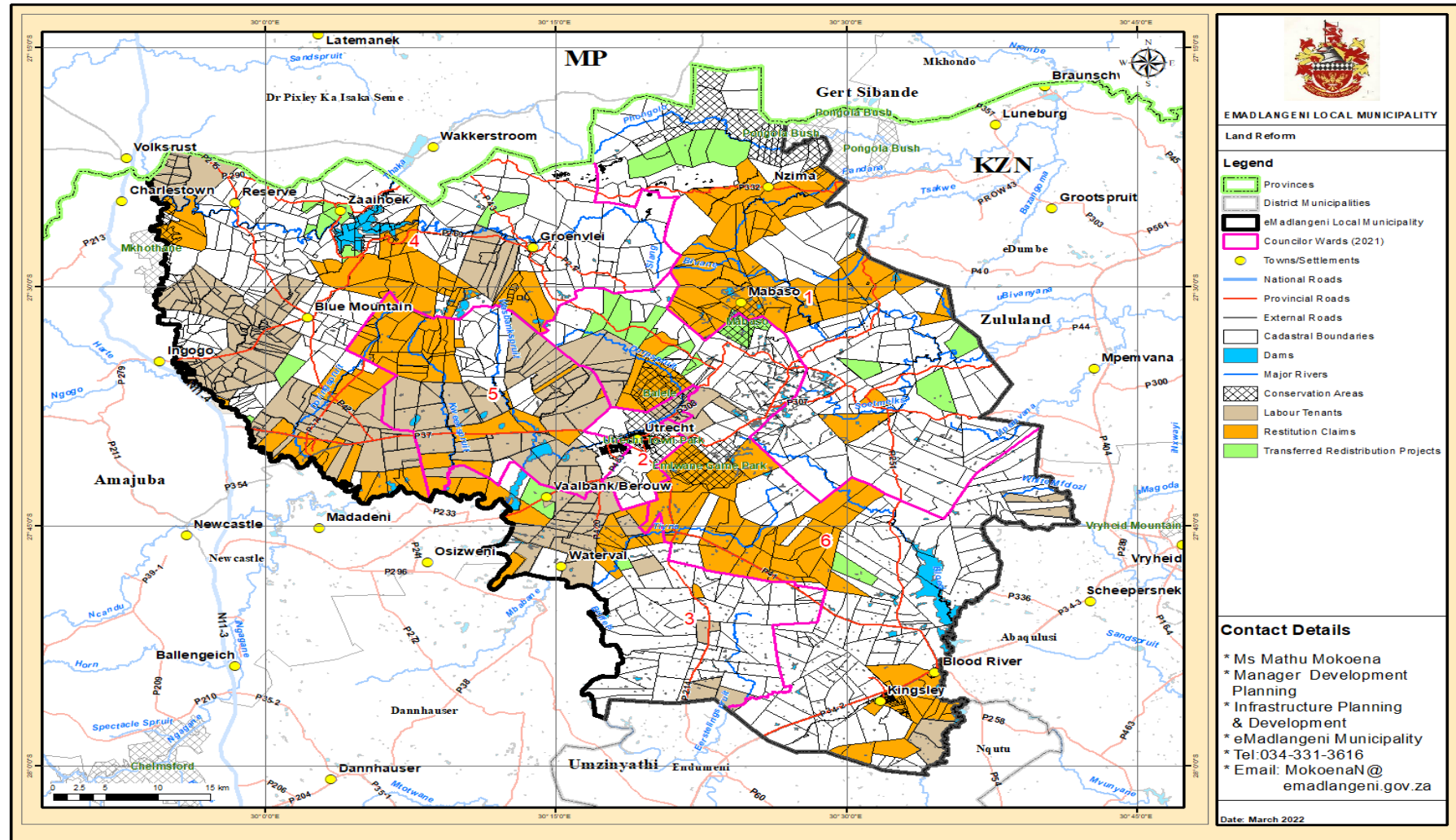
C.4.16.5 LAND REFORM

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 7: Land Ownership



Map 8: 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

5. BASIC SERVICE DELIVERY

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.

EXISTING WATER INFRASTRUCTURE WITHIN THE AMAJUBA DISTRICT MUNICIPALITY SERVICE JURISDICTION

Legend

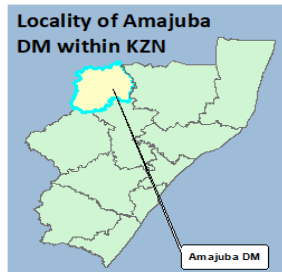
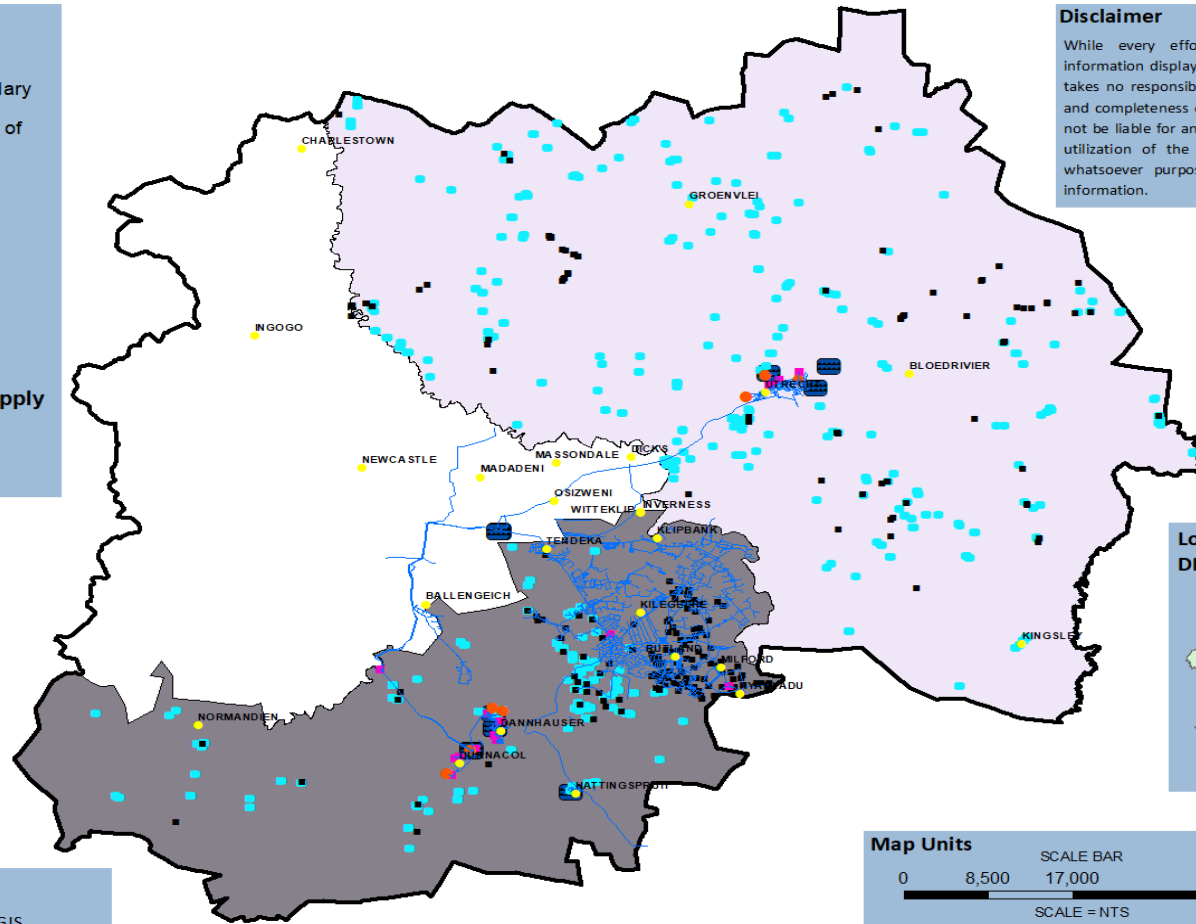
- Settlement Points
- ▭ Amajuba DM Boundary
- ▭ Newcastle LM Area of Supply
- Water Network
- Plants
- Pump Stations
- ▭ Reservoirs
- Jojo Tanks
- Boreholes

Amajuba DM Area of Supply

- ▭ Dannhauser
- ▭ Emadlangeni

Disclaimer

While every effort has been taken to verify information displayed on this map, the Amajuba DM takes no responsibility for the correctness, accuracy and completeness of the information shown and will not be liable for any damages or loss incurred in the utilization of the information contained here for whatsoever purposes by any parties utilizing the information.



Source:
Water Network, Amajuba DM GIS.

Map Units

SCALE BAR
0 8,500 17,000 34,000 Meters
SCALE = NTS

Map: Water Infrastructure

C.5.1.2 SANITATION

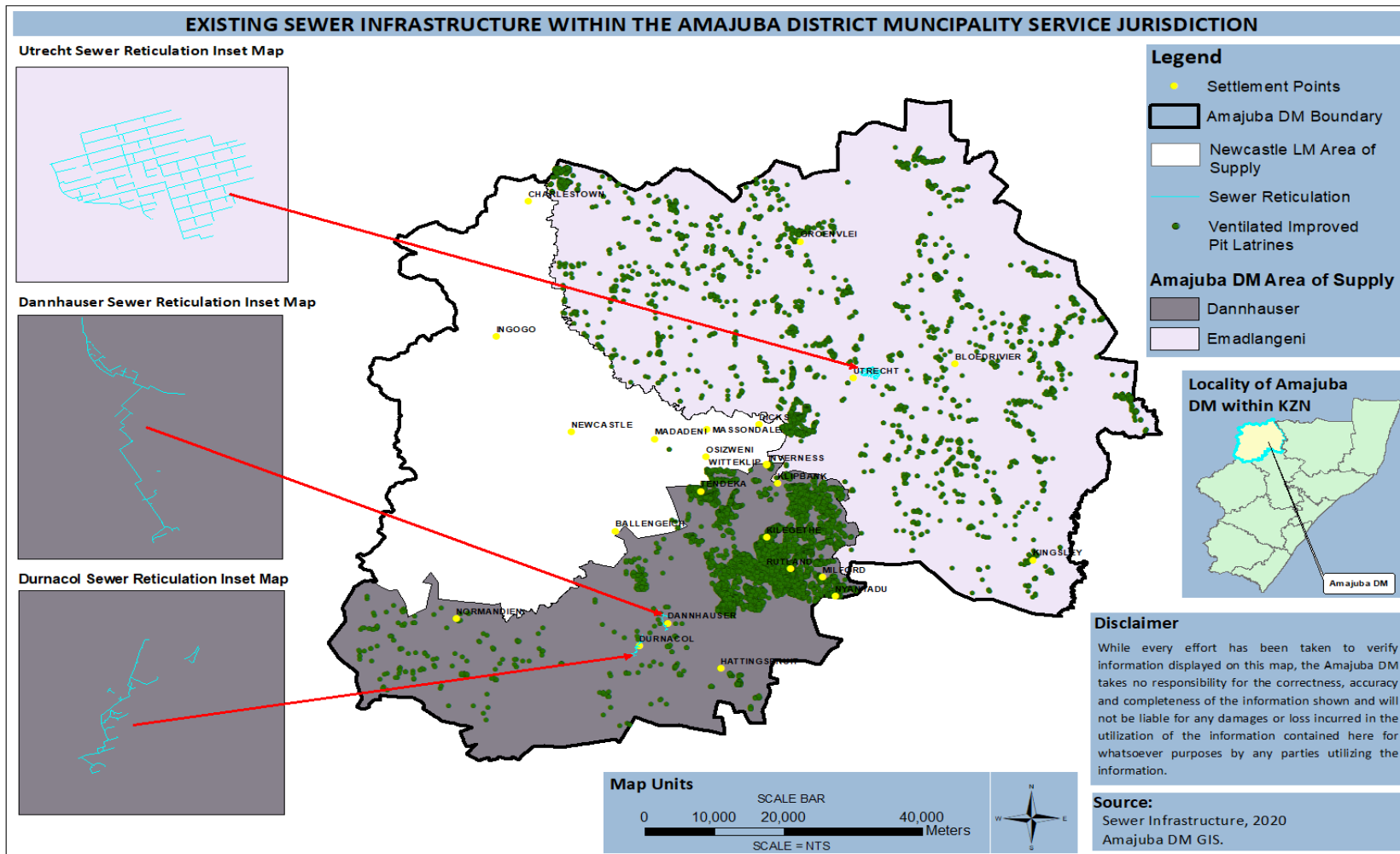
According to the IDP (2017/18:99), Amajuba District municipality has provided eMadlangeni with sanitation as the basic infrastructure. The municipality continues to experience sanitation backlogs in some areas, especially in traditional authority areas. The scattered nature of communities in these settlements 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	19	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

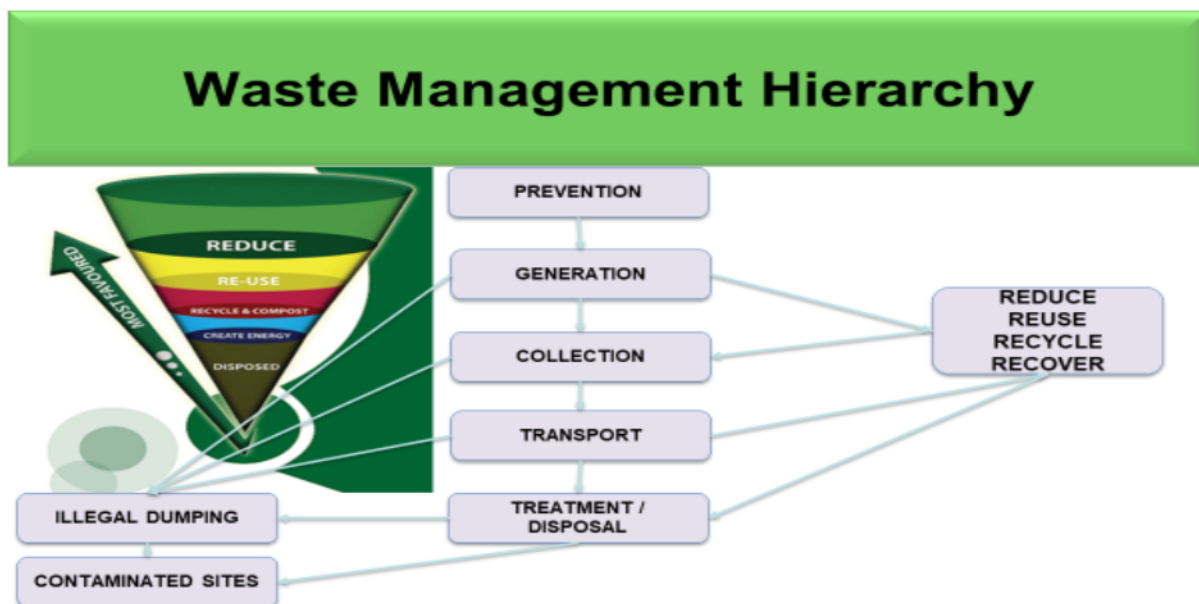
5.2.1 Policy and Planning Framework

In accordance with the National Environmental Management: Waste Amendment Act, 2014 (Act No. 26 of 2014), eMadlangeni Local Municipality has developed and adopted an Integrated Waste Management Plan (IWMP) in order to guide sustainable waste management practices within the municipal area. The IWMP aligns with the National Waste Management Strategy (2020) and promotes the principles of the waste hierarchy, which prioritises waste avoidance and minimisation, followed by reuse, recycling, recovery and responsible disposal as a last resort.

The municipality formally adopted the Integrated Waste Management Plan in August 2024, and the plan was subsequently endorsed by the MEC on 11 July 2025. The IWMP serves as the municipality's primary waste management planning instrument and provides strategic direction relating to waste collection services, waste diversion initiatives, landfill management, recycling programmes and environmental compliance.

The municipality recognises waste management as a critical component of environmental sustainability, public health protection and sustainable service delivery. Waste management planning within the municipality is therefore aligned with the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), provincial waste management priorities and broader municipal environmental sustainability objectives.

Figure : National Waste Management Hierarchy



C.5.2.2 Waste Collection Services

The municipality currently provides formal waste collection services to approximately 60% of households within the municipal area, primarily within formal urban areas such as Utrecht CBD, White City Township, Khayaletu, Bendsorp, Caravan Park, Country Club and Balgray. Rural settlements and traditional council areas including Thekhani, Amantungwa, Mbatha and Mgundeni continue to experience limited service coverage due to financial constraints, ageing fleet infrastructure, dispersed settlement patterns and operational limitations.

Waste collection services are currently provided to approximately 1 324 households, entities and businesses within the formal urban areas of the municipality. Some waste management support is extended to additional wards through community clean-up campaigns, Expanded Public Works Programme (EPWP) initiatives and environmental awareness programmes.

Residents are responsible for transporting garden waste to the landfill site, while private institutions independently manage hazardous and medical waste through approved service providers.

Waste collection operations remain constrained by ageing fleet infrastructure. The municipality currently operates one small 4-ton refuse collection vehicle servicing the entire municipal area. The vehicle frequently experiences mechanical breakdowns and lacks compaction functionality, resulting in reduced collection efficiency, increased operational costs and increased dependence on manual labour during waste collection activities.

When the refuse collection truck becomes inoperable, municipal bakkies are temporarily utilised to maintain limited waste collection services. The municipality recognises that the current vehicle is outdated and no longer suitable for the growing waste collection demands of the municipality.

The absence of compaction functionality significantly limits waste carrying capacity, resulting in additional landfill trips, increased fuel consumption and reduced operational efficiency. Consequently, the municipality recognises the urgent need for the procurement of a modern refuse compactor truck in order to improve service delivery efficiency, reduce operational downtime and support expansion of waste collection services into underserved areas.

Street sweeping, litter picking and emptying of public litter bins are conducted daily within the Utrecht CBD. The municipality currently maintains 23 public waste bins, consisting of 15 concrete litter bins and 8 recycling bins.

In 2025, the municipality further appointed 26 Expanded Public Works Programme (EPWP) workers on a 6 months contract to support waste collection and cleaning operations across the municipality, contributing towards environmental cleanliness and expansion of waste management services.

Map 4: Waste Collection and Landfill site location

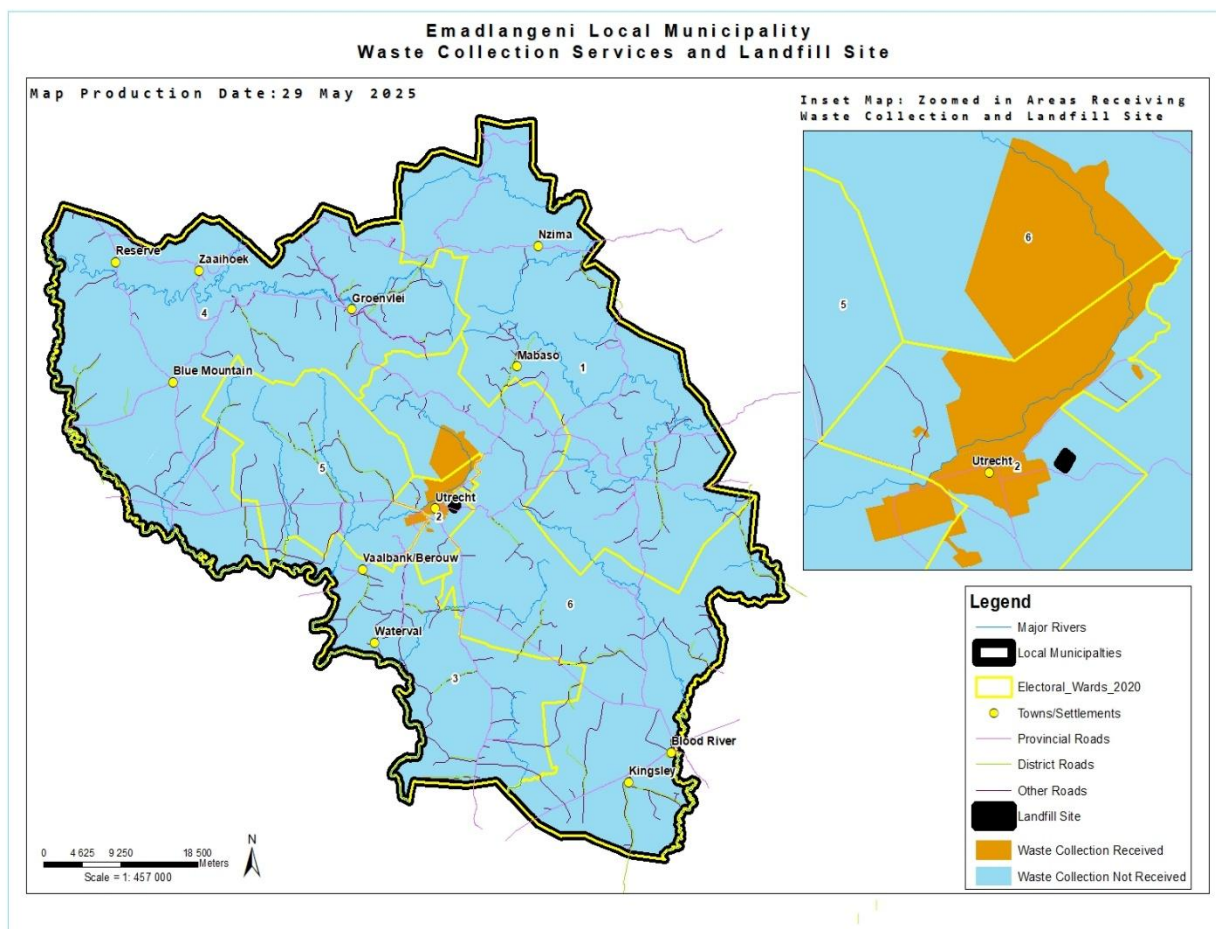


Table 2: Waste Service Areas and Frequency of Collection

Waste Collection Schedule

Mondays
CBD; Caravan Park; Country Club; Balgray; Plein Street; President Street; Generaal Street; Naude Street; Malherbe Street; Oos Street; Scheffer Street; Maarschalk Street; De Kock Street; Risik Street; Watson Street; Hugo Street; Zuid Street; Van Rooyen Street; Kantoor Street; Burger Street and Scheppers Street.
Tuesdays
CBD; Bloem Street; Hoog Street; Loop Street; Klopper Street; Ermelo Street; Mark Street; Kerk Street; White City (Goedehoop); Bendsdorp and Agri-Village.
Wednesdays
CBD; Plein Street; President Street; Generaal Street; Naude Street; Malherbe Street; Oos Street; Scheffer Street; Maarschalk Street; De Kock Street; Risik Street; Watson Street; Hugo Street; Zuid Street; Van Rooyen Street; Kantoor Street; Rosen Street; Burger Street; Scheppers Street and Khayaletu.
Thursdays

CBD; Country Club; Caravan Park; Balgray; Bloem Street; Hoog Street; Loop Street; Mark Street and Kerk Street.

Fridays

CBD; White City (Goedehoop); Khayaletu and Bensdorp.

5.3 Waste Volumes and Types

The municipality generates an estimated 400 tons of waste monthly. The waste stream primarily consists of organic waste, plastics, glass and paper products. Smaller waste streams include construction rubble, cans, tyres and other miscellaneous waste categories.

Due to the absence of an operational weighbridge system at the landfill site, waste quantities are currently estimated for operational reporting purposes. Despite this limitation, the municipality continues to report waste information to the South African Waste Information System (SAWIS) in compliance with national waste information reporting requirements.

The municipality recognises the importance of improving waste quantification systems and intends strengthening waste data management through future installation and operationalisation of the weighbridge system, once a regional landfill has been developed .

Table 3: Annual Waste Generation by Type

Waste Type	Waste Generated (tons/year)	Percentage (%)
Organic Waste	92	23%
Glass	95	23.75%
Plastic	95	23.75%
Paper	87	21.75%
Cans	10	2.5%
Construction and Demolition Waste	14	3.5%
Tyres and Other Waste	7	1.75%
Total	400	100%

5.4 Landfill Site Management and Rehabilitation

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 domestic and garden waste. Over time, the landfill experienced significant environmental compliance and operational challenges associated with ageing infrastructure, limited investment and historical operational deficiencies.

By 2017, it became evident that the landfill site was operating without a valid waste management licence and did not comply with the environmental requirements prescribed in the National Environmental Management: Waste Act. Environmental concerns associated with the landfill included uncontrolled dumping, windblown litter, odour nuisance and inadequate operational infrastructure.

Through a ministerial intervention programme aimed at addressing unlicensed landfill facilities, an application for a waste management licence for closure and rehabilitation was submitted on behalf of the municipality. On 18 December 2018, the KwaZulu-Natal Department of Economic Development, Tourism and Environmental Affairs (EDTEA) granted a decommissioning and closure licence under reference number DC25/WML/0005/2017.

The licence authorised the municipality to cease landfill operations and commence rehabilitation and closure activities in accordance with approved environmental conditions.

Despite the approval of the licence, implementation of closure and rehabilitation measures has been significantly delayed by financial constraints and limited institutional capacity. Consequently, the landfill site has continued operating under constrained conditions while progressive compliance measures are being implemented.

A compliance inspection conducted during May 2024 identified both improvements and outstanding non-compliance issues. Improvements included fencing upgrades and deployment of security personnel; however, the landfill site remains environmentally constrained and operationally challenged.

The landfill site has reached full capacity and currently has no remaining engineered airspace due to the historical absence of engineered waste cells and landfill design systems. Waste at the site is currently pushed and covered three times per week in an effort to minimise odour and windblown litter.

The municipality has already undertaken several corrective and compliance interventions, including the appointment of a land surveyor and completion of a topographical survey for the landfill site. The municipality has further obtained professional quotations for engineering designs relating to landfill closure and rehabilitation.

The quoted cost for the engineering closure and rehabilitation designs amounts to approximately R1 524 670 inclusive of VAT. The engineering scope includes:

- closure and rehabilitation planning;
- stormwater management systems;
- leachate management systems;
- capping and shaping designs;
- erosion protection measures; and
- environmental rehabilitation planning.

The municipality is currently in the process of appointing a professional engineer to finalise the detailed rehabilitation and closure designs for submission to the Department of Water and Sanitation and EDTEA.

Additional compliance and rehabilitation interventions identified by the municipality include:

- installation of groundwater monitoring boreholes;
- implementation of groundwater and surface water monitoring programmes;
- establishment of leachate management systems;
- stormwater drainage infrastructure;
- landfill gas management systems;
- environmental compliance auditing;
- controlled site access and fencing upgrades;
- interim compaction and covering of legacy waste stockpiles; and
- post-closure environmental monitoring.

The municipality acknowledges that continued operation of a landfill site licensed for closure is not a sustainable long-term solution. A compliance notice issued during February 2025 further reinforced the need for urgent corrective action and structured rehabilitation planning.

The municipality therefore remains committed towards progressively implementing landfill rehabilitation measures subject to financial resource availability and external funding support.

Regional Landfill Partnership Initiative

The municipality has formally initiated intergovernmental engagements with Newcastle Local Municipality regarding participation in a proposed regional landfill facility aligned with the principles of the District Development Model (DDM) and the One District One Plan approach.

The proposed regional landfill initiative seeks to improve long-term waste disposal sustainability, strengthen environmental compliance and promote shared waste infrastructure development within the Amajuba District.

Formal Council resolutions supporting participation in the regional landfill initiative have already been adopted. The municipality recognises regional waste management collaboration as a strategic intervention aimed at improving environmental sustainability, operational efficiency and long-term waste disposal planning.

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

The municipality recognises waste minimisation, recycling and circular economy development as critical components of sustainable waste management.

The establishment of a formal Buy-Back Centre has long been identified within the Integrated Waste Management Plan as a strategic waste diversion intervention. Initial implementation delays were primarily associated with financial constraints and limited infrastructure support.

The Department of Forestry, Fisheries and the Environment (DFFE) subsequently committed support towards the establishment of the Buy-Back Centre around 2017/2018, marking a promising milestone towards the development of recycling infrastructure within the municipality. However, the project experienced several major setbacks, including funding and implementation challenges, which ultimately prevented the initiative from materialising during that period.

In April 2025, the municipality entered into a Memorandum of Understanding (MoU) with POLYCO, an Extended Producer Responsibility (EPR) organisation. Through this partnership, POLYCO committed support towards recycling infrastructure and waste diversion initiatives, subject to funding availability.

The municipality has further initiated Public-Private Partnership engagements relating to the Buy-Back Centre initiative. Council has formally endorsed a partnership arrangement with Secure Need Solution (SNS) aimed at establishing and operationalising the Buy-Back Centre within eMadlangeni.

Informal recyclers and waste reclaimers are currently active at the landfill site as well as in the CBD area, recovering recyclable materials including plastics, paper and cans for resale within Newcastle and sometimes Vryheid.

The municipality, through support from POLYCO and other partners, has strengthened support to waste reclaimers through the provision of personal protective equipment, recycling bags and tools of trade.

Additional waste diversion interventions currently being implemented include:

- Separation-at-source programmes within schools and communities;
- Recycling awareness campaigns;
- Support to informal recyclers and waste reclaimers;
- Recycling pilot projects in partnership with correctional facilities;
- Development of food waste diversion initiatives targeting local pig farmers.

The municipality further intends formalising waste reclaimers into cooperatives in order to improve access to funding opportunities, enterprise development support and participation within the green economy.

Once operational, the Buy-Back Centre is expected to significantly reduce waste volumes that are disposed of at the landfill, create employment opportunities and strengthen circular economy development within the municipality.

Institutional Challenges and Backlogs

Despite the municipality's efforts towards improving waste management services, several institutional and operational challenges continue to affect implementation capacity.

Key challenges include:

- Inadequate funding for waste management infrastructure and equipment;
- Reliance on one small, ageing and unreliable refuse collection truck;
- Landfill non-compliance and rehabilitation funding constraints;
- Limited waste collection service coverage within rural and informal areas;
- Delayed gazettement of waste management by-laws;
- Limited technical and institutional capacity;
- Absence of an operational weighbridge system;
- Increasing illegal dumping challenges; and
- Limited revenue generation associated with waste management services.

The municipality recognises that addressing these challenges will require strengthened intergovernmental support, infrastructure investment, institutional strengthening and external funding assistance.

7. SWOT Analysis: Environmental and Waste Management

Strengths	Weaknesses
Rich biodiversity resources and environmentally sensitive areas.	Waste collection services remain limited in rural and informal areas.
Existing Integrated Waste Management Plan aligned with national policy.	Reliance on one ageing and unreliable refuse collection vehicle.
Strong partnerships with DFFE, POLYCO and EPR organisations.	Landfill site licensed for closure continues operating due to funding constraints.
Community participation through EPWP and awareness programmes.	Delayed gazettement of waste management by-laws.
Existing recycling and waste diversion initiatives.	Limited landfill monitoring infrastructure and weighbridge functionality.
Opportunities	Threats
Establishment of a regional landfill partnership.	Environmental degradation resulting from illegal dumping and pollution.
Development of the Buy-Back Centre and recycling economy.	Climate change impacts including flooding, storms and droughts.

Growth of waste recycling cooperatives and green economy initiatives.	Potential legal and environmental compliance risks associated with delayed landfill closure.
Access to national waste infrastructure and climate funding opportunities.	Expansion of settlements into environmentally sensitive areas.
Food waste diversion partnerships with local agricultural stakeholders.	Biodiversity degradation and invasive alien species pressures.

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				
					25/26	26/27	27/28	28/29	29/30
<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
<u>Human resources and financing</u>									
Waste management staffing	Determine additional waste management staffing needed to implement IWMP and recruit accordingly. Ensure continuous educational development of the staff by	High	Unfunded	Operational	X	X	X	X	x

	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

ANNUAL PERFORMANCE REPORT ON THE IMPLEMENTATION OF THE INTEGRATED WASTE MANAGEMENT PLAN IN TERMS OF SECTION 13(3) OF THE NATIONAL WASTE MANAGEMENT ACT, 2008 (ACT NO. 59)

Item / Desired Goal / Target	Achieved Status	Challenges	Interventions	Timeframe
Development, adoption and enforcement of Waste By-laws	Partially Achieved: The by-laws were drafted and approved by Council in 2024. However, they have not yet been gazetted.	<ul style="list-style-type: none"> - Draft bylaws not yet gazette - limited enforcement capacity 	<ul style="list-style-type: none"> - Finalise and gazette bylaws - strengthen enforcement through appointment of personnel 	2025/2026
Reduction of illegal dumping through clean-ups and enforcement	Partially Achieved: The municipality continues to conduct 2 clean ups per quarter	<ul style="list-style-type: none"> - Persistent illegal dumping - limited resources and personnel. 	<ul style="list-style-type: none"> - Intensify clean-up campaigns. - Implement enforcement strategy and increase monitoring 	Continuou s
Decommissioning and rehabilitation of landfill site	A land survey was conducted and the topographical survey has been completed. Quotations for the required engineering designs have been obtained. Corrective measures are currently	<ul style="list-style-type: none"> - Lack of funding. - Engineering designs are expensive, which has led to the delayed implementation 	<ul style="list-style-type: none"> - Appoint engineer. - Secure funding and implement rehabilitation plan. - Engage ISA (Infrastructure South Africa). 	2025– 2026

	underway following the issuance of a compliance notice.			
Expansion of waste collection services to rural and informal areas	Not Achieved.	<ul style="list-style-type: none"> - Insufficient fleet. - Ageing refuse truck. - Inadequate funding and revenue. - Access challenges. 	<ul style="list-style-type: none"> - Source funding and procure a refuse truck (Compactor). - introduce skip bins and expand routes 	2026–2030
Implementation of recycling initiatives and waste diversion programmes	Achieved - A Memorandum of Understanding (MoU) was signed with Polyco which enabled Numerous initiatives to be introduced, including the rollout of separation at source programmes in schools, the town and at a correctional facility. Waste pickers were supported with PPE and tools of trade to encourage recycling.	<ul style="list-style-type: none"> - Lack of infrastructure: no buy-back centre. - limited equipment and personnel. 	<ul style="list-style-type: none"> - Establish buy-back centre and partner with PROs. - Intensify implement separation at source 	2025–2026

Reduction of illegal dumping hotspots	Partially Achieved, quarterly clean-ups are conducted and as and when complaints are received, they are immediately attended.	<ul style="list-style-type: none"> - Inadequate enforcement. - insufficient personnel 	<ul style="list-style-type: none"> - Appointment of additional personnel, - enforcement of bylaws and regular monitoring of hotspots. 	Continuou s
Establishment of a new landfill site or alternative disposal solution	Not Achieved- No new site have been identified.	<ul style="list-style-type: none"> - Financial constraints, lack of feasibility studies and approvals 	<ul style="list-style-type: none"> - Explore PPP. - Engage neighboring local municipalities on partnerships and Infrastructure South Africa 	2026– 2030
Development and implementation of awareness and education programmes	Partially Achieved, in partnership with other institutions like EDTEA.	<ul style="list-style-type: none"> - No formal strategy - limited resources 	<ul style="list-style-type: none"> - Develop awareness strategy. - Roll out school and community programmes 	Continuou s

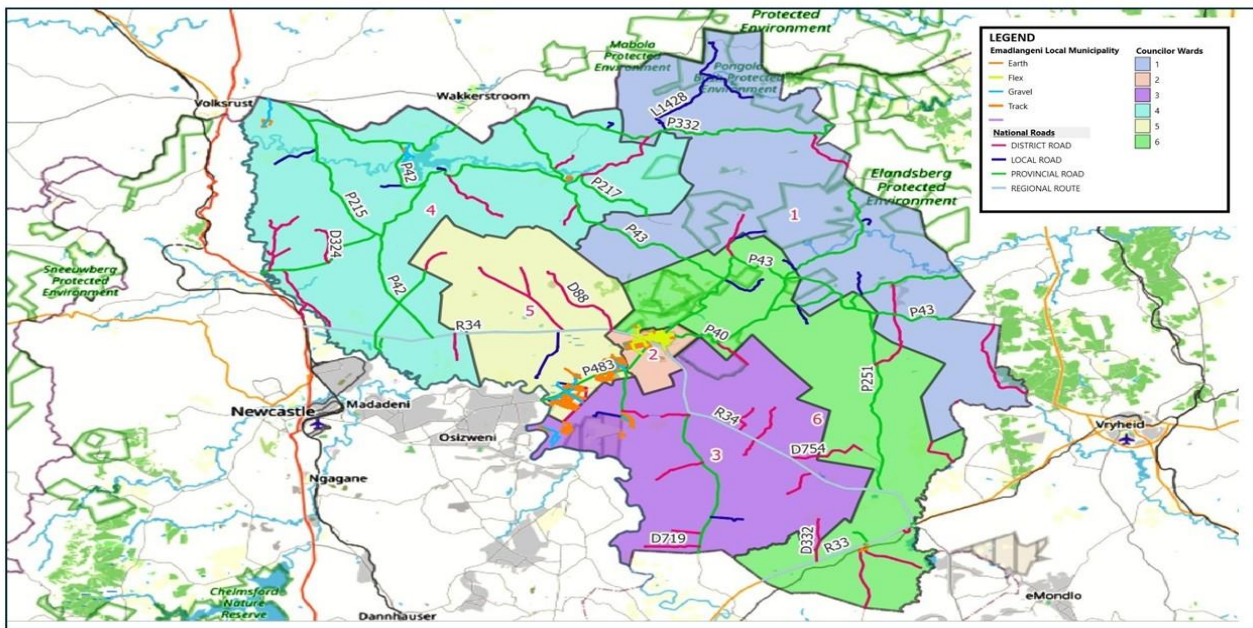
C.5.3 TRANSPORTATION INFRASTRUCTURE

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

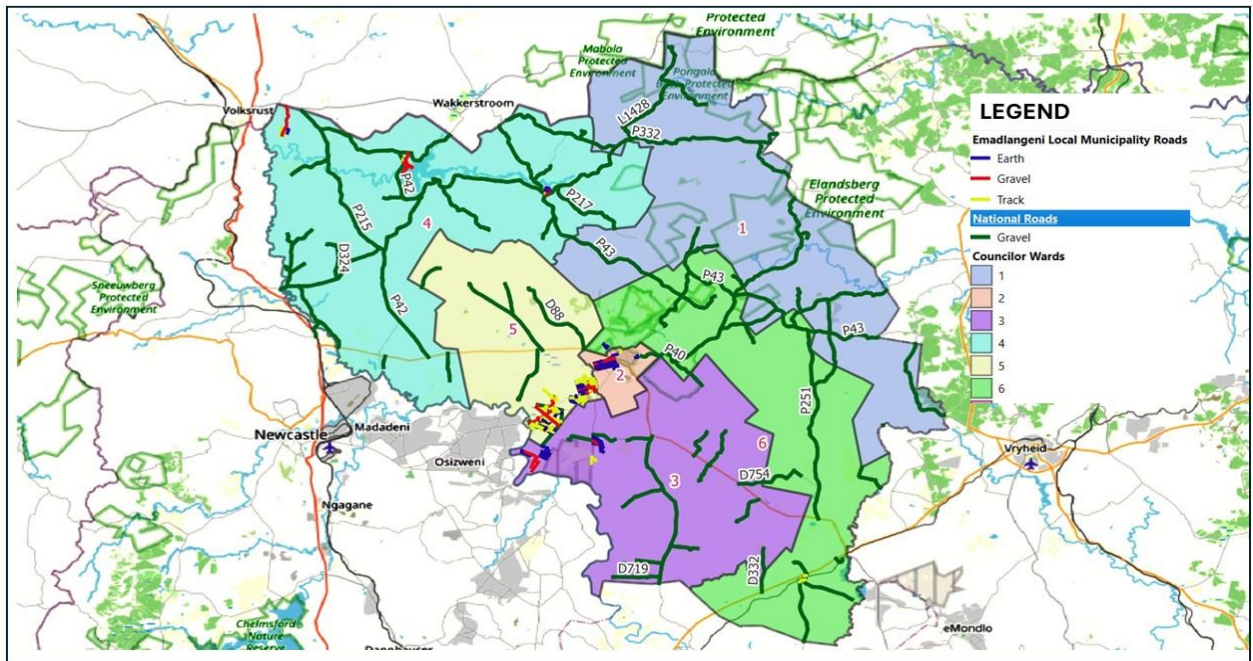
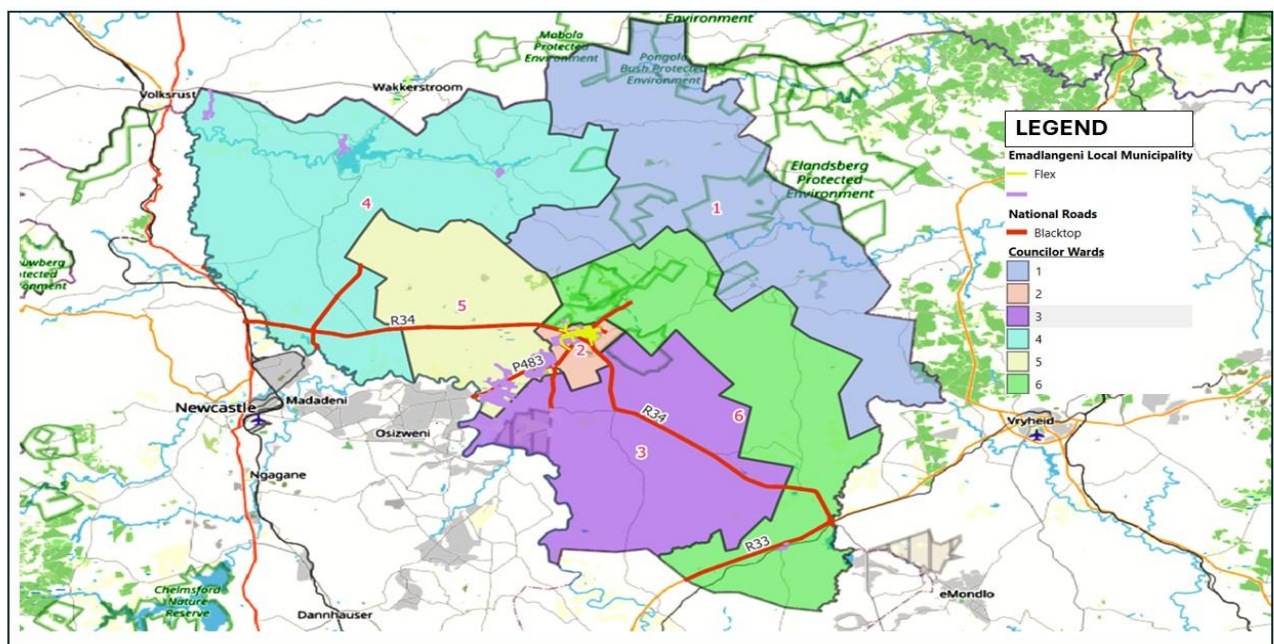


Image 3: Tarred Roads



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

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

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

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

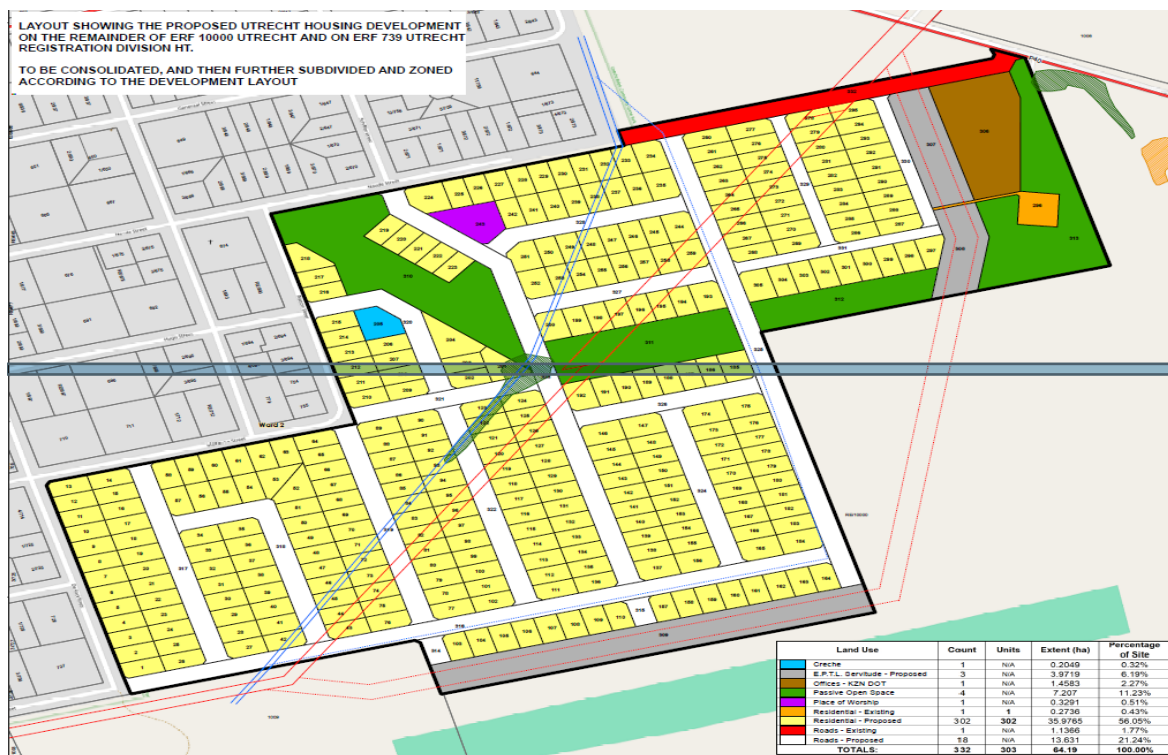


Figure 3: Utrecht Housing Development

Geodehoop Extension

The white City Extension (Goedehoop) 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:

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

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

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

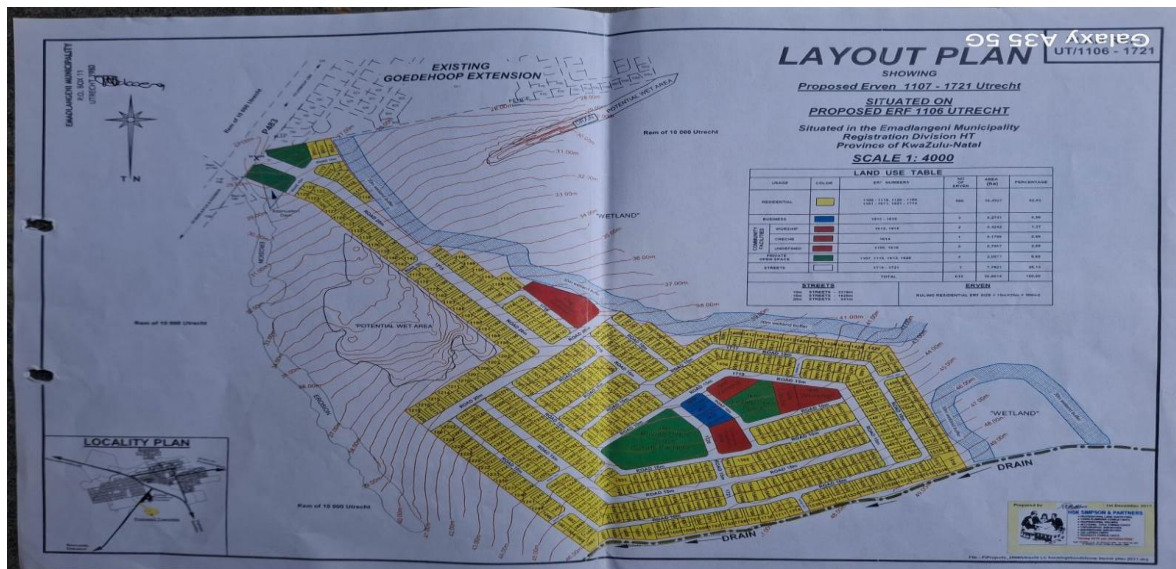


Figure 4 Goedehoop Extension

Total Municipal Future Demand

Currently the municipality has a total Maximum demand of 2,3MVA. With the inclusion of the housing developments the maximum demand will increase to a minimum of 4,6MVA. Which is 1.6MVA above the municipality’s NMD. An increase of the NMD will be required to 6MVA to account for losses and winter season surges.

Electrification Plan (Universal Access to Electricity)

In the published 2022 Census, the municipality is currently at 72,1% in terms of universal access to electricity. The municipality has conducted a survey of the whole municipality in efforts to identify the deficit to reach the universal access goals of 80%.

The municipality is working together with Eskom’s Electrification planning department in identifying projects and drawing up implementation plans for the 2026/27, 2027/28, 2028/29 and 2029/30 Financial Years.

Identified households per ward:

Ward 1

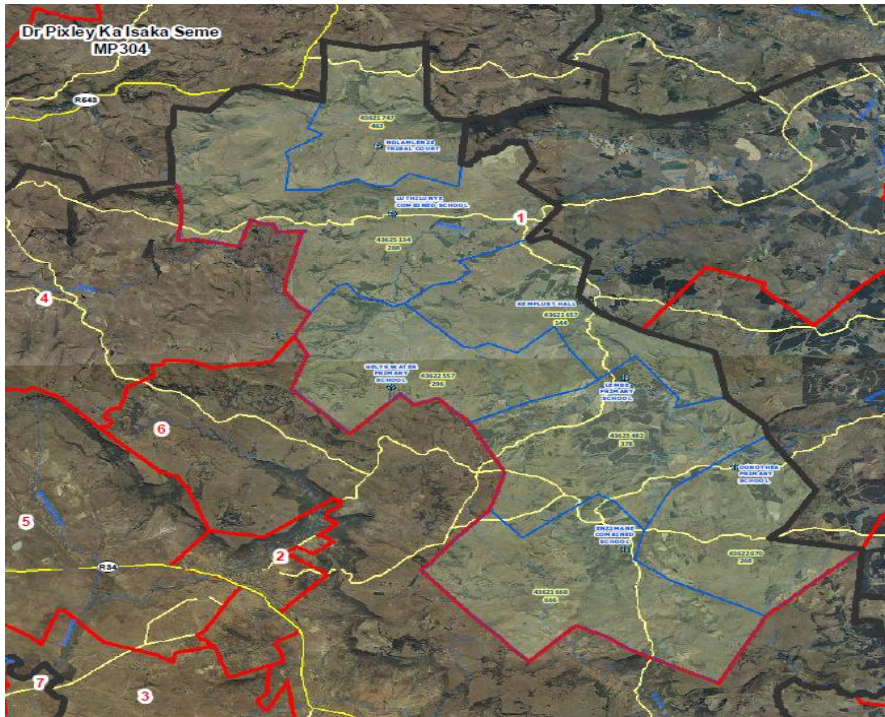


Figure 5 Ward 1 Map

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	Waihoek Trust	Not Mentioned	
			1	Private: Grootgeluk	Crafert Cobus	Not Mentioned	
			1	Private: Hopedale	W. Robertze	Not Mentioned	
			1	Private: Jiyane	Waihoek 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: Mispa 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	Magadla	52					
			1	Private: Bagwacht	Stephen Landman	None Visible	
			1	Unspecified: Groenvlei	Unknown	None Visible	
			1	Public: Jakkalsdraai	DALRRD	None Visible	
			18	Private: Magadla	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 Visible		
			1	Private: Kaarport	Carel Landman	None Visible		
			6	Private: Mombisi	Francois Du Plessis and Skivekoop	None Visible		
			3	Private: Mzinashana	Beit Berges and John Burgers	None Visible		
			4	Private: Sibiza	Van Rensburg	None Visible		
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		
	Womani	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: Ezinhlonga	M Mbatha	200m	
	KINGSLEY	6		Private: Kingsley	SG Sibiyi 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, Mispas 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 – Mondi -Lembe Luthulunye Enzimane – Makhomba -Maphekuleni -Wema -Mbanjwana -Nzimane School	1
Ward 2	White City Bersig Khayaletu	1 1 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	

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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

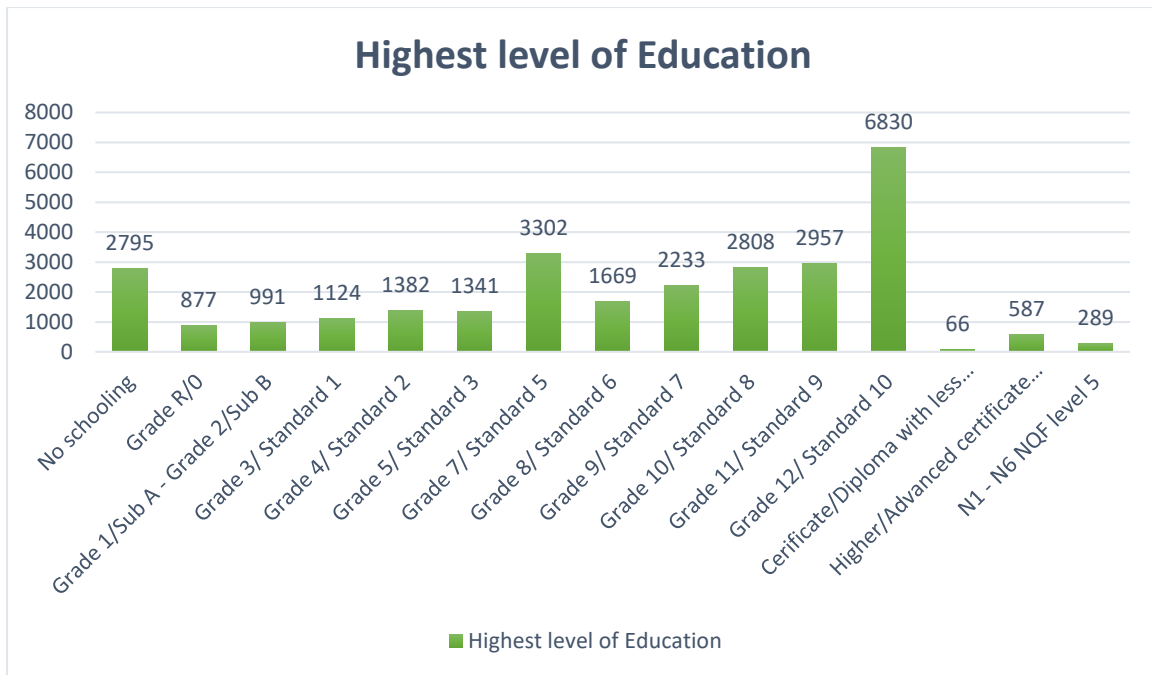
- 1 School health team
- 1 Family health team

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 Magidela High School
Ward 2	Utrecht High School Bersig Special School Emalahleni High School Umlandomusha High School
Ward 3	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 Ndwakaza Combined 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;
- Emadlangeni 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

C.5.5.5 NEW SCHOOLS

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.

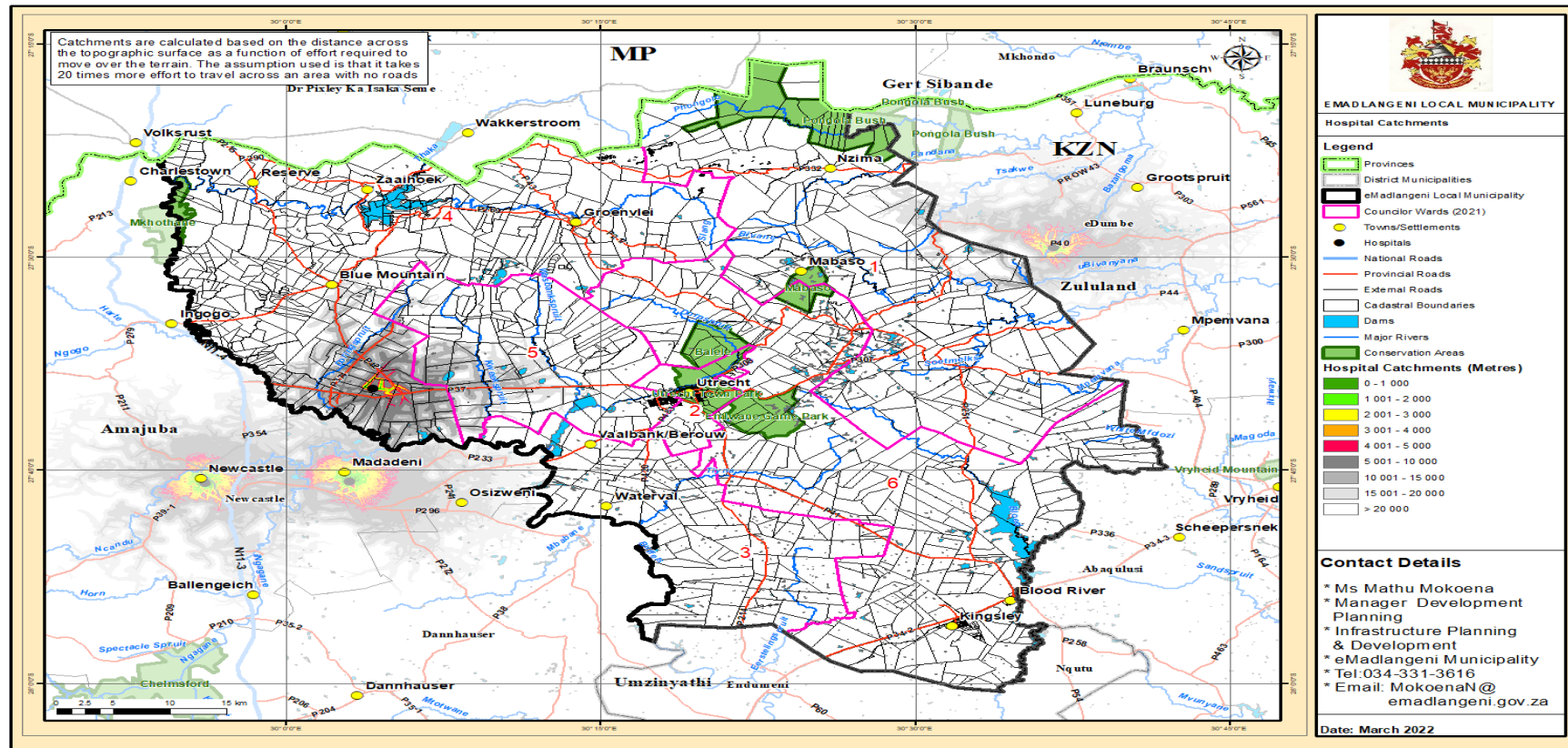
ACCESS TO GRANTS

The South African Social Security Agency (SASSA) has one office located within the service area of the Emandlangeni Local Municipality.

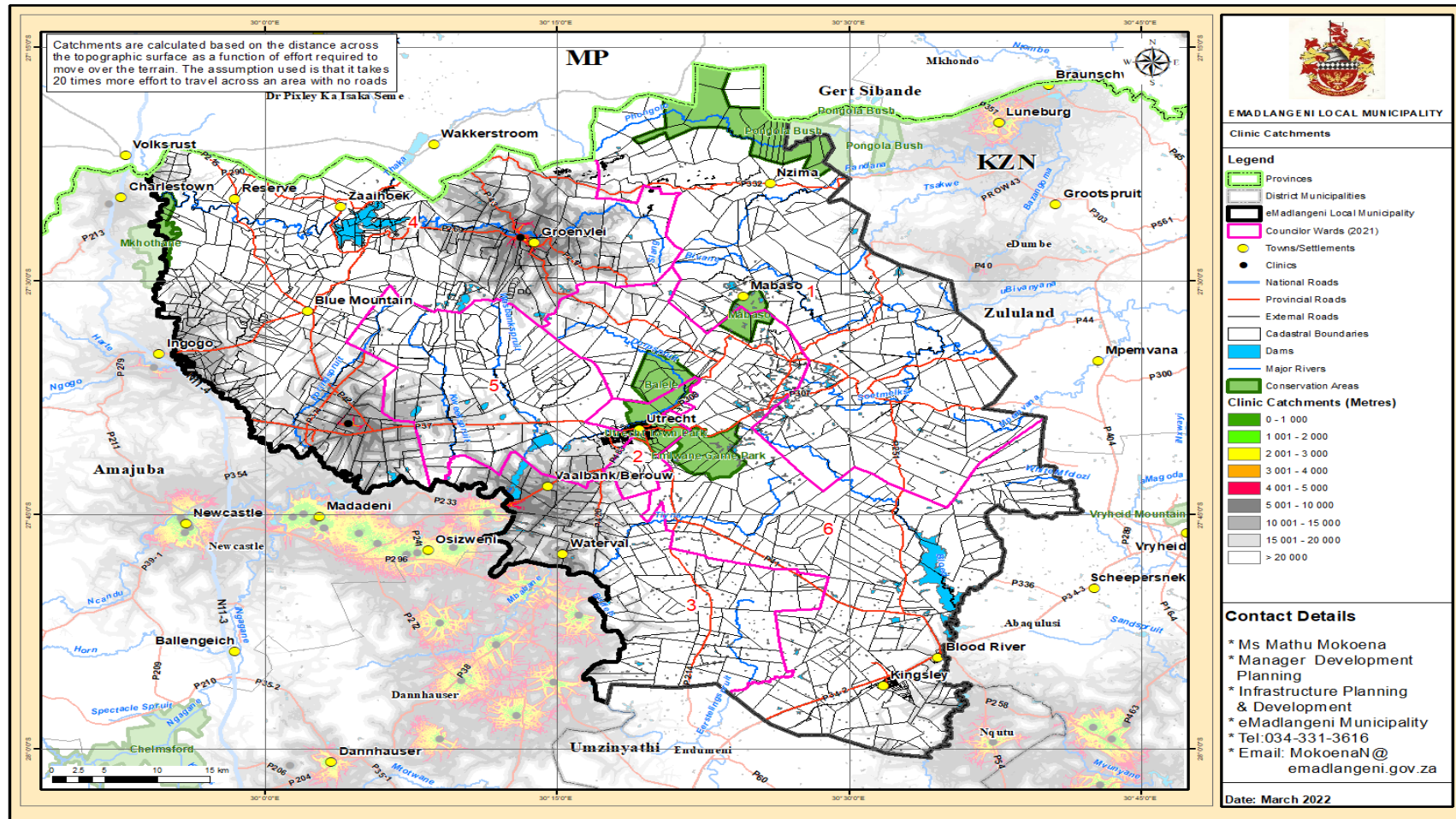
STRENGTHS	WEAKNESSES
<p>Skilled and Experienced Staff</p> <p>Dedication, willingness, and commitment to perform duties attached to the Social Services unit.</p> <p>Forums exist to deal with issues of vulnerable groups.</p> <p>Well-developed Program mandates and goals for the development and empowerment of vulnerable groups.</p> <p>Effective Coordination of Community Development Initiatives.</p> <p>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.)</p>	<p>Lack of capacity finances to execute community development programs.</p> <p>Only one employee responsible for the functioning of the Social Services Unit.</p>
OPPORTUNITIES	THREATS

<p>Tapping into the internship programme to increase and strengthen capacity and continuity of service.</p> <p>Strong and healthy working relations with other stakeholders.</p> <p>Integrated Planning and Implementation of Programmes at OSS Level.</p>	<p>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.)</p>
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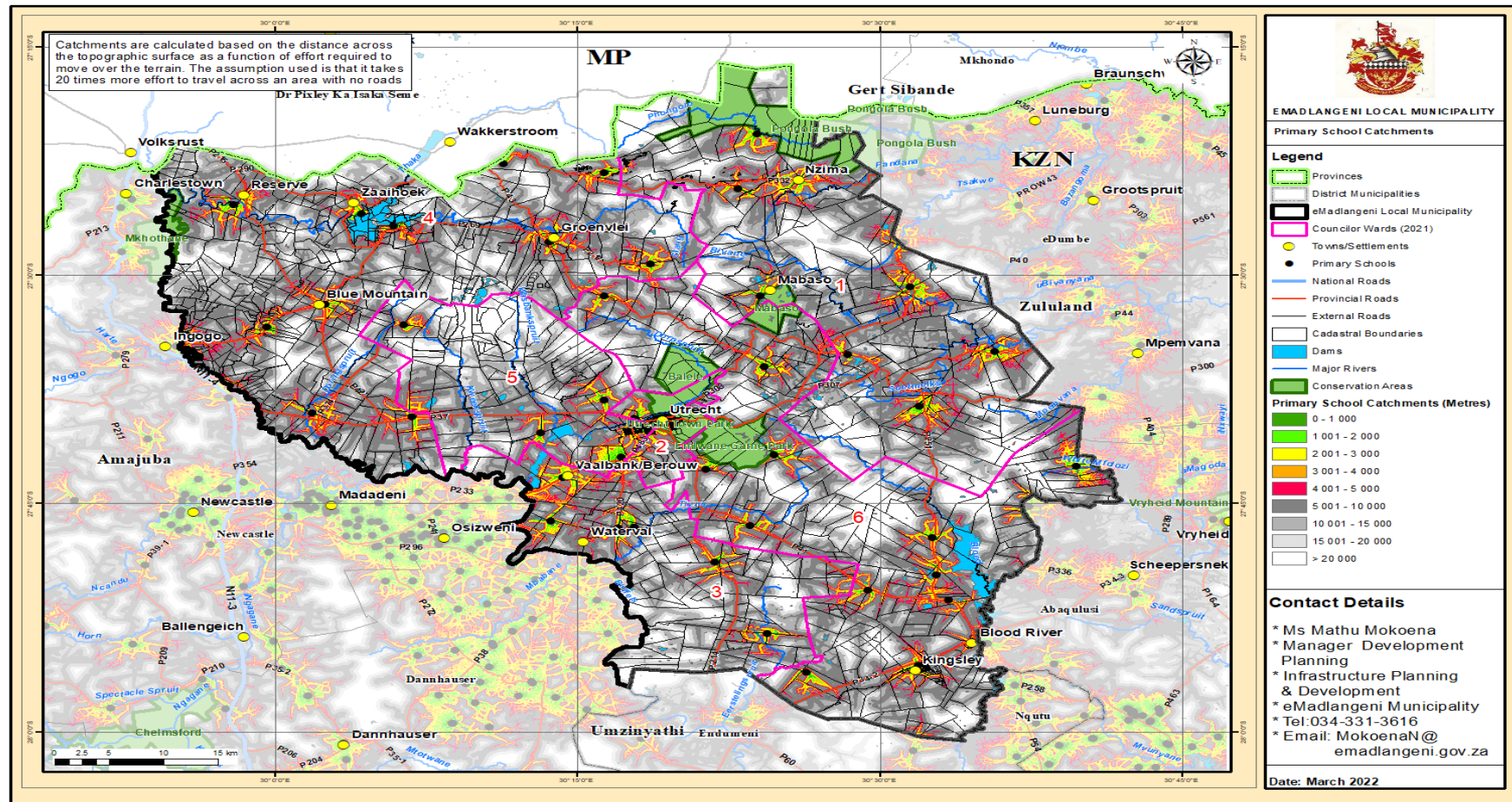
Map 9: Hospital Catchment



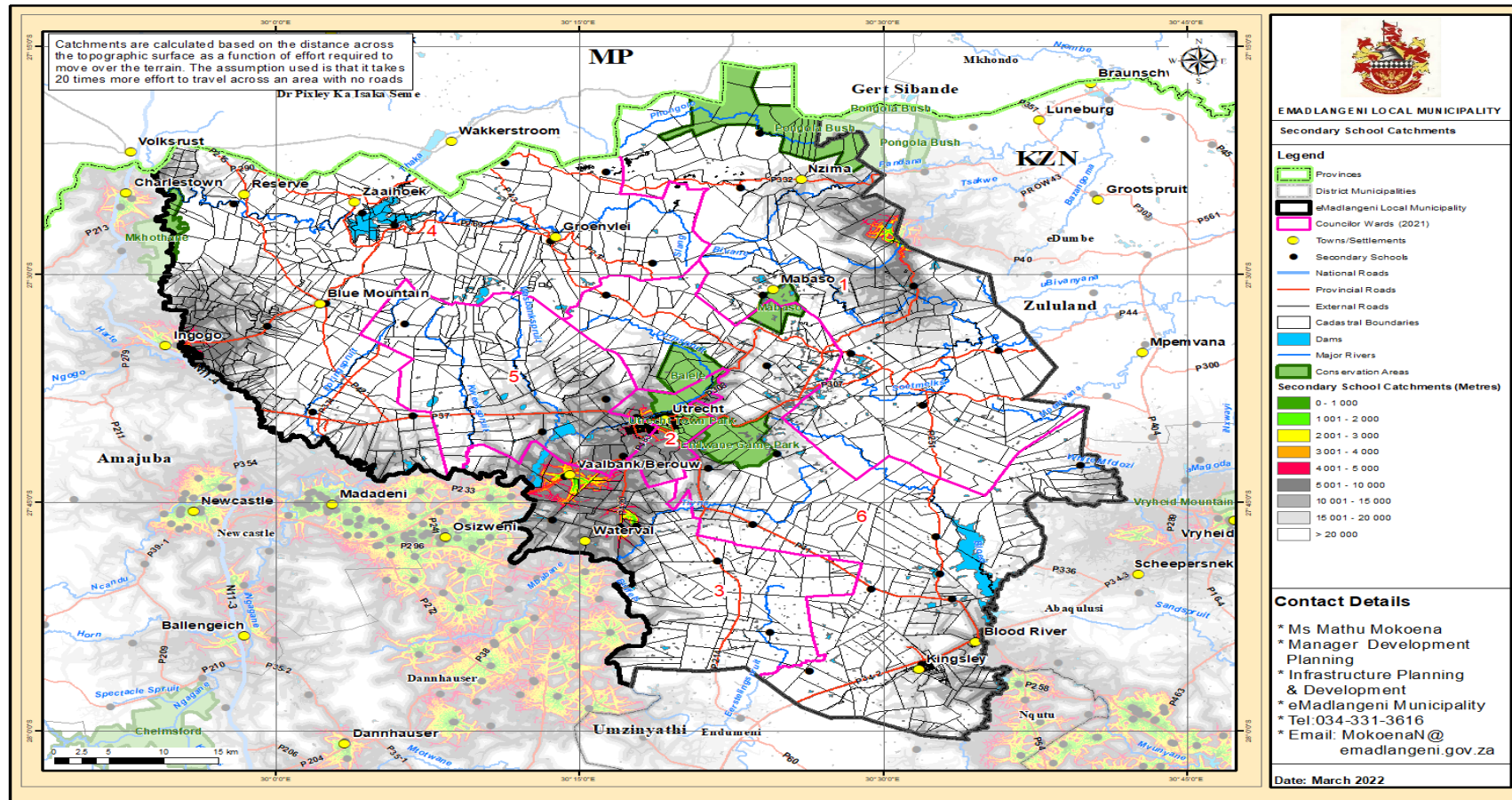
Map 10: Clinic Catchment



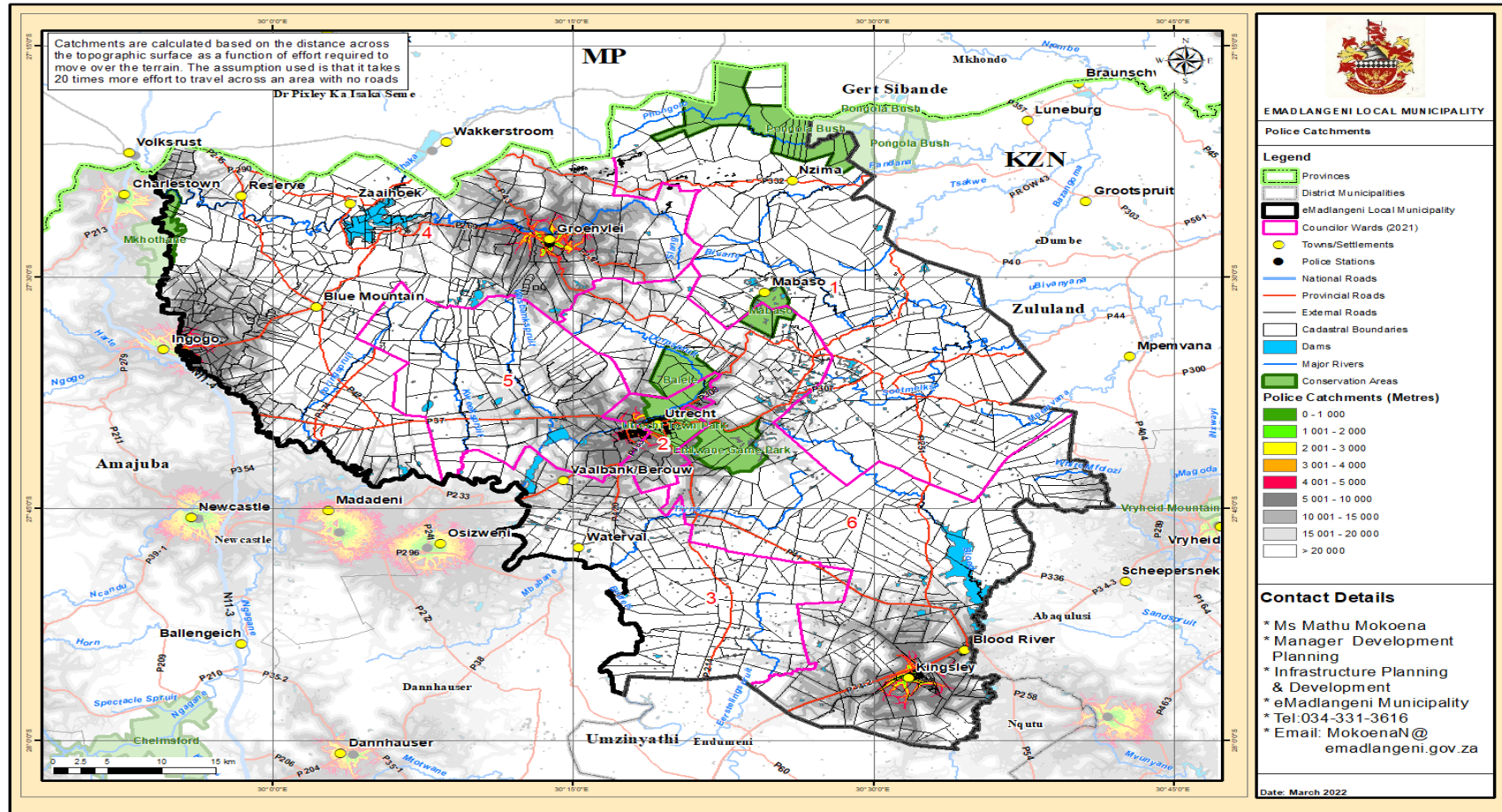
Map 11: Primary School Catchment



Map 17: Secondary School Catchment



Map 18: Police Station Catchment



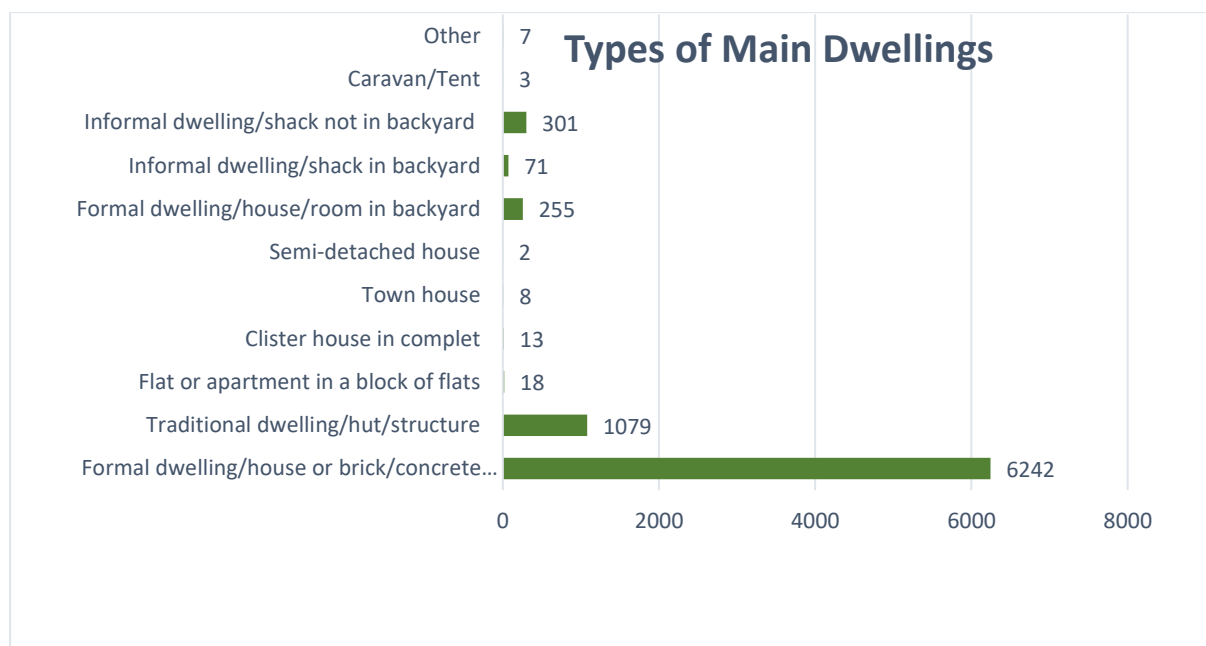
C.5.6 HUMAN SETTLEMENTS

The municipality has reviewed and adopted a Housing Sector Plan on 27 May 2026 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 12: Housing Projects

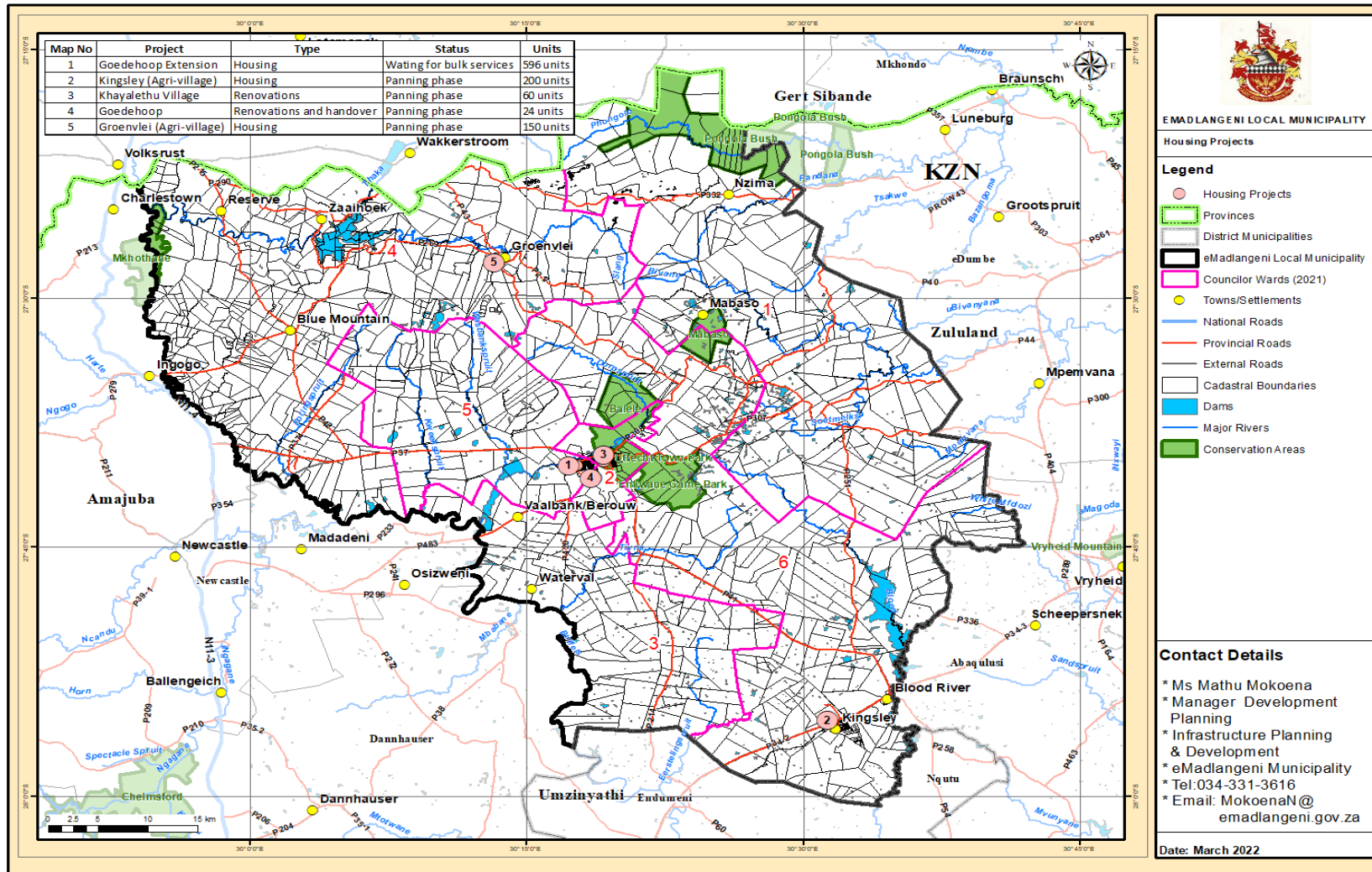


TABLE 23: CURRENT HOUSING PROJECT

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 <ul style="list-style-type: none"> 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
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<p>Availability of Capital budget and Capital programme Improvement</p> <p>N11 provides provincial linkages for the municipality</p> <p>R34 important road network facilities intra-municipal and inter-municipal linkages.</p> <p>Development of Waste Management Plan</p>	<p>Lack of water and sanitation services in rural areas</p> <p>Lack of maintenance of existing infrastructure</p> <p>Backlogs in refuse removal</p> <p>Non availability of Capital budget for capital programmes</p> <p>Backlogs in electricity infrastructure</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>Bulk water pipeline</p> <p>Development of a Waste Management Plan</p> <p>Infrastructure upgrading</p> <p>Alternative energy sources i.e. solar power</p> <p>Registration of landfill site</p>	<p>Use of environmentally unfriendly energy sources</p> <p>Ageing infrastructure</p> <p>Scattered settlement patterns</p> <p>Lack of water and sanitation in rural areas</p> <p>Infrastructure backlog</p> <p>Farm owners denying access to service delivery; denies way-leave for INEP Projects</p>

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

Based on current telecommunications data and documents for **Emadlangeni** here is a summary of the status, backlogs, and challenges.

1. Telecommunications Status

- **Mobile Coverage:** Utrecht town has stable **4G/LTE** coverage from major providers (Vodacom, MTN, and Telkom). However, the broader eMadlangeni municipal area—which is largely

rural and mountainous—experiences significant signal "dead zones," particularly in the farming and mountainous wards.

- **Broadband (Fibre):** Fibre-to-the-Home (FTTH) is now available in the Utrecht town core, serviced by OpenServe infrastructure. Speeds range from 25Mbps to 1Gbps.
- **Public Connectivity:** Under the **SA Connect Phase 2** rollout (active 2024–2026), Utrecht is targeted for increased government facility connectivity (schools and clinics) with a minimum target of 10Mbps.

2. Infrastructure Backlogs & Needs

- **The "Digital Divide":** There is a sharp contrast between Utrecht town and the surrounding rural settlements. While the town has high-speed fibre, rural households rely almost exclusively on expensive mobile data with poor reception.
- **Household Access:** While mobile phone penetration is high (>80%), meaningful broadband access for households in the eMadlangeni region remains a significant backlog, with many areas still lacking 3G/4G stability.
- **Infrastructure Need:** There is an urgent need for additional **Base Transceiver Stations (towers)** in the outlying wards to support agricultural operations and rural education.

3. Priorities

- **SA Connect Implementation:** The primary priority is the completion of the SA Connect program to provide free or low-cost Wi-Fi hotspots at community centres and ensure all local clinics/schools have dedicated broadband.
- **Smart City Initiatives:** As one of ICT unit's priorities includes stabilizing the municipal network to support e-governance and the currently underway **Balele Game Park** renovation project.
- **Network Resilience:** Improving backup power (batteries/generators) at local towers to combat the effects of power outages that affect telecommunications.

4. Challenges (Telecommunications)

- **Vandalism & Theft:** Like much of the Amajuba District, Utrecht faces high rates of battery theft and copper cable vandalism at Telkom/mobile sites, leading to frequent "no signal" periods.

- **Topography:** The rural and mountainous terrain of the Utrecht area significantly increases the cost of laying fibre and necessitates more towers than flat regions to achieve the same coverage.
- **Affordability:** Even where coverage exists, the high cost of data remains a barrier for most of the local population, who are in the lower-income bracket.

5. Supporting Maps (Annexure)

- **Telkom/OpenServe Map:** Shows a "green zone" (high coverage) concentrated strictly in the Utrecht town grid, fading quickly to "yellow/orange" (limited/no coverage) as you move toward the Balele Game Park and northern farming regions.
- **nPerf/Vodacom Maps:** Indicate strong 4G signals along the **P481** and **R34** corridors, but significant "white spots" in the deep rural interiors of Wards 2, 4, and 6 shows a lack of coverage.
- **MTN Map:** A strong signal in the surroundings of Utrecht town, poor connectivity as you go towards the mountainous area.

SWOT ANALYSIS FOR EMADLANGENI TELECOMMUNICATIONS

STRENGTH	OPPORTUNITIES
<ul style="list-style-type: none"> • Established Mobile Infrastructure: Major national operators (Vodacom, MTN) maintain active towers in and around the Utrecht town, providing basic voice and 4G/LTE coverage • Fixed-Line Assets: Copper and LTE/Fibre fixed wireless connections serve businesses and administrative offices in the central business district 	<ul style="list-style-type: none"> • Fibre/Fixed Wireless Expansion: Service Providers can target affluent and business sectors in Utrecht with high-speed Fixed Wireless Access (FWA) as an alternative to unreliable copper cables. • Rural Broadband Initiatives: Partnerships with local government (the Amajuba District Municipality) can fast-track connectivity to remote schools and clinics to bridge the digital divide. • Alternative Power Solutions: Adopting solar-powered cell towers guarantees network uptime during national power outages (load-shedding)
THREATS	WEAKNESSES

<ul style="list-style-type: none"> • Network Vandalism and Battery Theft: Rural and semi-urban cell towers are frequent targets for battery theft, leading to prolonged network outages for the community. • Severe Weather Events: Thunderstorms and severe weather in the KZN interior frequently damage overhead lines and transmission equipment. • Economic Constraints: The low median income in rural wards limits the ability of residents to afford premium data or contract packages. 	<ul style="list-style-type: none"> • Rural Coverage Gaps: Outlying and farming settlements suffer from poor or non-existent signal. • Landline Maintenance: Traditional copper-based landlines are prone to theft, vandalism, and slow repair times due to the municipality's vast geographic footprint
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TELEPHONE POLICY (INTERNAL)

The eMadlangeni Municipality Telephone Policy was reviewed and adopted by Council on 27 May 2026. Effective communication supports timely service delivery and strengthens public confidence in the Municipality. Responsible use of telephone and mobile facilities reflects professionalism and commitment to citizen service.

The purpose of this policy is to:

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

STATUS ON ICT STEERING COMMITTEE

The ICT Steering Committee is effective in serving as a governing body that prioritizes IT initiatives, allocates resources, and ensures ICT projects deliver strategic value while managing risk. The committee sits quarterly or as and when required. It has convened during the following dates for this (2025/26) financial year:

Q1 15 Aug 25	Q2 10 Dec 25	Q3 23 March 2026	Q4 24 April 2026
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The following members forms the committee;

1. Deputy Director Corporate Services: Mrs. NN Madinana - Chairperson
2. Chief Financial Officer (CFO) : Mr. SC Mkhize
3. Director Community Services and Public Safety: Ms. N Zungu
4. Director Municipal Planning & Technical Services: Mr. S Nkwanyana
5. Chief Traffic Officer: Mr. W Koster
6. ICT Manager: Mr. MV Jele

ICT UNIT CHALLENGES

- **Financial & Resource Scarcity:** A limited budget means the municipality struggles to pay for certain licensing fees, technology purchase and renewals, and maintenance of legacy systems.
- **Energy Instability:** Unreliable power supply damage infrastructure, require expensive backup power and cause network downtime.
- **Infrastructure Deficits:** Poor network coverage makes it difficult to bridge the digital divide between municipal offices and remote wards.
- **Cybersecurity Vulnerabilities:** With tight budgets, the municipality often lacks advanced firewalls, data recovery plans, and cybersecurity training, making it vulnerable to ransomware and data breaches.
- **Regulatory & Audit Pressures:** Strict financial mandates (such as mSCOA) require specialized, often expensive, accounting software, making it difficult to allocate funds to basic IT operations.
- **The Digital Divide:** Internal systems are often incompatible with the reality of the community, where citizens may lack access to digital devices, internet data, or the digital literacy required to use municipal e-services.

SWOT ANALYSIS FOR THE ICT UNIT

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> • Technical expertise • Adaptability to technological change • Support by leadership 	<ul style="list-style-type: none"> • Budget constraints hold back initiatives' implementation. • Limited pool of ICT service providers due to geographical location and entity size. • Lack of functional disaster recovery site
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Digital transformation to enhance service delivery • Partnerships to tap into new additional resources and skills. • Emerging technology facilitates interaction and decision making. 	<ul style="list-style-type: none"> • Sophisticated cyber security threats • Too much vendor reliability may result to vendor lock-in, data breaches or below standard service • Continual technological changes

C.5.8 BASIC SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ 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) 	<ul style="list-style-type: none"> ○ 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

<ul style="list-style-type: none"> ○ Training of staff ○ Improved infrastructure will create investor confidence. ○ Upgrading of infrastructure 	<ul style="list-style-type: none"> ○ Economic slowdown ○ Changes in technology ○ Changes in legislations ○ Insufficient funds ○ Scattered settlements patterns
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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.

Every local SMME/Informal trader are advised to visit Emadlangeni LED to register their businesses on the database, Below is the Emadlangeni database for all SMMEs and informal traders from various sectors:

EMADLANGENI INFORMAL/FORMAL DATABASE

OWNER NAME AND SURNAME	BUSINESS NAME	ADDRESS	TYPE OF BUSINESS	CONTACT DETAILS	REGISTERED	WARD
1. Zanonkomo Ngobese	Zano Express Farming	44 Kruger street	Supplie with doors	079 232 3184	Yes	5
2. Xulu Phindile	Zulu Chemist	Van Rooyen street	Chemistry	076 153 6821	No	2
3. Nzima Sabelo	S Mazazi and Company	15 Mark Street	Mechanics	076 641 7816	No	2
4. Mkhwanazi Nopasika	Siyakhula Ndonga Poultry	33 Leyd street bensdorp	Farming and livestock traders	066 583 5694	Yes	5
5. Ndlovu Phumzile	Maphumu Kitchen Service	902 Miranti street	Restaurant	083 998 2640	yes	2
6. Malinga Mpiyakhe	Khizalibalele	Holkrans Farm	Farming Supplier	072 424 7222	No	1

7. Mkhwanazi Zama	Asiphile sonke	Holkrans Farm	Maize meal supplier	064 943 7237	No	1
8. Sibeko Phindile	Umnotho wamacusi	18 Kruger Street Bensdorp	Vegetable and Maize	074 960 9632	Yes	5
9. Dube Nomakosazana	Elicon Sewing Project	67 Voor Street	Sewing	082 346 6677	Yes	2
10. Majola Mbongeni	Majola Sekusile	419 Rondekoppie farm	Livestock	072 638 0759	Yes	3
11. Ndlovu Bhekizizwe	Sakhukuphila	Paarepoort Farm	Farming Livestock	082 095 1148	No	6
12. Khonjelwayo Lizzie	Qhubekamlotshwa	41 Joubert Street	Poultry Farming & Tuck shop	082 709 0423	Yes	5
13. Ndebele Joseph Elliot	Zenzele Welding Co	Ezimbuthu School	Welding	076 522 3270	No	5
14. Ndlovu Ntombikayise	Sinethemba Tuck shop	Van Rooyen street	Tuck shop	072 266 0686	No	6

15. Mchunu Norah Jabulile	Nkuzikayihleli poultry.lj	Van Rooyen Street	Chicken livestock	072 754 1309	No	2
16. Nkwanyana Nomathuba	Fezile Net	30 Van Rooyen street	Fast food	076 155 2125	No	2
17. Mpanza Masiriso Gracia	Lindokuhle Creche	Berouw farm	Crèche (NPO)	079 169 9207	Yes	5
18. Mpanza Masiriso Gracia	Mbhabhama primary	Berouw Farm	Farming, Fishing, livestock farming	079 169 9207	Yes	5
19. Molekekoa Rosenne	Laundry Solutions	Utrecht Tow next to engen garage	Laundry Services	073 877 6584	Yes	2
20. Mncube Mandla	Siyathuthuka Chemist& Medicine	Van Rooyen Street	Zulu chemist	076 560 4651	No	3
21. Mkhwanazi Lindiwe	Lethukuthula Creche	Berouw Farm	Creche (NPO)	071 533 5198	Yes	5

22. Masondo Busiswe	Busisiwe&Nomathemba	Utrecht town (Town, Hospital)	Hawkers	076 763 9435	No	3
23. Mazibuko Sibusiso	Sboniswantokoza (PTY) LTD	L1451. Echaneni Farm	Farming Activities	063 742 9243	Yes	5
24. Zulu Sabelo	Banele car wash	Van Rooyen Street	Car wash	083 495 8162	No	2
25. Zulu Musawenkosi	Bhekuyiphe Trading and Projects (PTY) LTD	NewLook	Poultry, Farming and Construction	065 577 1183	Yes	5
26. Ndlovu Sibongile	Mama uyinsika primary cooperative	Berouw Farm, Utrecht 2980	Cleaning Services and Mining	0799778871	Yes	5
27. Khumalo Bhekithemba	Imbaliyesizwe co	Balgrey Farm, Utrecht 2980	Agriculture, Farming and planting	0724919440	No	2
28. Mbatha Zwelakhe	Sontshikazi (Pty) Ltd	Van Rooyen Street (ezibayeni)	Poultry	0711568676	Yes	5

29. Nene Thabile	Amandlokovu Ahlangene Pty Ltd	Rooiport Farm	Poultry	0663394252	Yes	1
30. Mtshali Nondumiso	More Nice Fast Food and Shisanyama	Utrecht Local Park	Fast Food & Shisanyama	0827199585	No	2
31. Dhlamini Nokuthula	Ngwane Tuck Shop	VaalBank Reserve	General Dealer	0760403528	No	3
32. Nkosi Nokuthula	Mpuzakuceba	131 Plein Street	Constructors, Supply deliveries and financial constructing	0678010705	Yes	2
33. Khumalo Sithuthukile	Dumolonke Trading and Project	Berouw Farm	General Supplying and delivering	0726334421	Yes	5
34. Qwabe Lettie Gladys	Khuthala Group	Enkululekweni Farm	Beeds, Traditional Mats, Sewing, Plastic basket	0781879444	No	3
35. Mdlalozwe Busiswe	Siyazama	Enzimane Farm	Livestock trader and small scales	0793159988	Yes	1

36. Mjyakho Zanele	Sakhisizwe	Enzimane Farm	Poultry	0647464238	No	1
37. Mtambo Thandeka	TMM	Good Hope Farm	Blocks	0791859616	No	6
38. Phungula Busisiwe	BSSZ	Waaioek Farm	Poultry and Layers	0712146079	Yes	6
39. Mtambo Sandile	Sqalo's Pig Farming	Waaioek Farm	Pig Farming	0767729298	No	6
40. Mtambo Samkelo	Gwalizandla PTY (LTD)	Waaioek Farm	Wood Work	0730047299	Yes	6
41. Mjyakho Andile	Sweet Swiss Pastry & Kwamageba tuck shop	42A Bloem Street	Bakery and Tuck Shop	0760558252	Yes	2
42. Kunene Vusi	Emagozini Events and Production	Lembe Farm	Supply and produce Fruits and Vegetables	0792966622	Yes	6
43. Masuku Sibusiso	Asakhisane Project	45 Rosen Street	Vegetables (cabbages, spinach ect)	0723048089	Yes	2
44. Qwabe Philile	Philzia Tuck Shop	Enkululekwani Farm	Spaza Shop	0731339605	No	3

45. Mabasa Zikholisile	Zibambeleni Chickens	Jerico Farm	Sell chickens (broilers)	0739921188	no	4
46. Sekhoto Isaack	Delink Digitals	Reserve Farm	Internet Café and Cellphone Repair	0637918026	Yes	4
47. Khumalo Sibongile	Sizakancane Agricultural Co-op.	Zaaihoek Farm	Vegetable G arden Tannels	0760756323	Yes	4
48. Madonsela Joseph	Tholusizo	Newlook Farm	Poultry and Vegetables	0833421494	No	5
49. Manzini Datim	Manzini Butchery	Newlook Farm	Butchery	0710323078	No	5
50. Madi Ntombizodwa	GOG.Z Fast Food	Berouw Farm	Fast Food (Kota and chips)	0825898956	No	5
51. Mchunu Ayanda	Sizophila Community Poverty Alleviation	Vaalbank Farm	Agriculture (Vegetables)	0720133225	Yes	5
52. Nhlapo Nonhlanhla	Imvelo Traders	Emxhakeni Darm	Agriculture (Broilers,crop farming)	0817979297	Yes	3

53. Shongwe Mndeni	Mntimandze Investments	Goedgeloof Farm (Nhlazadolo)	Farming and General Dealer	0729631283	Yes	6
54. Mdakane Nellie	Mlangatshe Enterprise	56 Voor Street	Sewing	0673412560	Yes	6
55. Ndebele Phumelele	Zamio Fashions	54 Kerk Street	Sewing	0735393695	Yes	2
56. Ndwandwe Fani	Zwide Duba Shop	Vaalbank and Newlook	Tuck Shop	0782168840	Yes	5
57. Nkambule Lungile	Buhle and Lungile Clothing and Perfumes	Voor Street	Clothing and Perfumes	0795442114	No	5
58. Vundla Thulani	Sakhisizwe Sethu NPO	26 Vanrooyen Street	Car wash and Kitchen Services	0832011674	Yes	2
59. Sithebe Xolani	Sibambisene Emadlangeni	42 Kantoor Street		0607807382	Yes	2
60. Ntuli Sanelisiwe	Triple Z Nana's company	Newlook Farm	Baking Cakes	0827501050	No	5
61. Mtshali Ayanda	Nozi's Eggs	Newlook Farm	Selling Eggs	0682603681	No	5

62. Qwabe Lettie	Zizamele	Enkululekweni Farm	Agriculture, Poultry, Decor	0781879444	No	3
63. Bophela Thandi	Uzenokuhle	Whitecity	Fast Food	0788110357	Yes	2
64. Khumalo Mandla	Amandla Omhlabathi CO OP	Emxhakeni	Farming	0722832080	yes	3
65. Majola Sigcino	Beer	KwaLembe Farm	Farming	0725983152	Yes	1
66. Sibisi Zamathole	NkazimuloYethonga	64 Voor street	African Pharmacy and Wedding creations and beauty Spar.	0782689599	No	2
67. Moloi Veli	Emxhakeni Fresh Produce co	Emxhakeni Farm	Agriculture	0761229863	no	3
68. Andiswa Duma	Njiki edungamanzi NPO	25 General street utrecht	Non Profitable Organisation	0663962738	No	2
69. Mluleki ngobese	Mluleki Farm	Emxhakeni farm	Farming	0786701658	No	3

70. Mbali simelane	Swarkop Farm	Emadlangeni farm	Poultry/faming	0839609690	Yes	5
71. Nxumalo Simangele	Bella's Poultry	Berouw Farm	Poultry (Eggs)	0782787058	No	5
72. Ndebele Sholiphi	Akwande Andisa trading enterprise	Bloodriver	Catering	0735845542	Yes	6
73. Mtambo Sandile	Siqalo's	Waihoek farm	Woodworking and broiler chicken	0767729298	No	6
74. Ntshalintshali Sabelo	SMG Boys Transportation	Vaalbank Farm	Construction, Maintenance, Plant hire, Renovations and Transportation	0798719833	Yes	5
75. Roode Cathrina Elizabeth	G Family Farming	Bensdorp	Farming	0844246817	Yes	5
76. Qwabe Mphopho Jotham	Khuthala Group	Nkululekweni Farm	Art & Craft	0784836033	No	3

77. Mthethwa Nonhlahla Julieth	MJ Nyambose	Berouw Farm	Poultry Detergent	0638012796	No	5
78. Maphanga Richard Bhekumuzi	Waaikraal Portion One Primary Cooparetive Limited	Waaikraal Farm	Farming & livestock	0729101340	Yes	5
79. Nkosi Bongani Ernesi	Ntokozo Poultry	Izimbuthu Farm	Poultry	0608177760	No	5
80. Sibiya Mbongiseni	Mgxebe Kansiba Pty Ltd	57 Scheepers Street	Transportation of People	0824241327	Yes	2
81. Phenyane Ntombifuthi	Amamboma			0768205802	No	1
82. Motloug Belinah Duduzile	Ikahang Tuck Shop	11 Joubert Street	Tuck Shop	0785903973	No	5
83. Mkhize Siyabonga	Umhlahlandlela Farm Projects	Vaalbank Farm	Hemp Cultivation	0610330947	Yes	3
84. Samkelisiwe Ndlovu	Tokini Store Holdings	41 Lady Street Bensdorp	Sewing fashion	0796754549	Yes	5

85. Thokozani Khumalo	Qomintaba Trade and Project	Engulane Utrecht	Transportation and farming	0733585767	NO	5
86. Fikile Khumalo	Balgray Luncheon Club	Balgray resident area	Cosmetic and agriculture	0833548737	Yes	2
87. Jabulile NKOSI	Somnynma kaJabu	Groenvlei Farm	Fast food	072 325 7824	Yes	4
88. Jabulile Ntombela	Welumfula Agriculture Primary cooperative	Emxhakeni Farm	Farming		Yes	3
89. Siyanda Mthembu	BRATT2 TYP	Utrecht town	Recording artist producer and performance	0717550044	NO	2
90. Nomusa Mabaso	Norima Trading and project	Baroveld farm klipspruit utrecht	Farming laying eggs, broilers and goats	0714241818	yes	4
91. Nkosinathi James Mundebele	Umkhonkosi business project	R34 Road November drift farm utrecht	Construction tuck shop Agriculture	0760285196	yes	5

92. Sibonelo Mkhwanazi	Ninemali nina bakhwanazi	Vaal bank farm	Building and civil construction	0763187656	yes	3
93. Xolani madida	Inalox Trading Enterprise pty Ltd	1 Resident street Utrecht 2980	Construction supply and delivery	0813755206	Yes	2
94. Nhlanhla Masondo	Siyangoba empire pty ltd	16 pine street Utrecht 2980	Construction catering transportation supply and delivery	0681590363	Yes	2
95. Andile mbhonambi	Sakhisizwe Ngiba	75 Voor Street Utrecht 2980	Building and construction	0814212882	Yes	2
96. Sipelele Mathonsi	Collateral trading 385	75 Voor Street Utrecht 2980	Building and construction	0790404998	Yes	2
97. Masina Phoes Mthokozisi	Umcebowomasina business enterprise	Esigqumeni farm D88 Utrecht	Unlimited company	0781006256	Yes	5

98. Zodwa magangane	Thuthukani poultry	Berow farm	Poultry	0733681110	No	5
99. Mandlenkosi Gama	Amalangenani M and B	Echacheni farm	Farming	0607556797	No	5
100. Sibongile Nene	Madlokovu garden	Nzimane farm	Agriculture	0723857092	No	1
101. Thembi Nkosi	Akwande malangeni	Ezimbuthu Farm Utrecht 2980	Tuck shop	0822591799	yes	5
102. Zinhle Nene	Ntwezinhle business company	20 voor street Utrecht	Baking/ farming	0726939019	No	2
103. Sinethemba Ndlovu	Gardens girls	Emadlangeni swakorp farm	Farming	0662611690	No	5
104. Nokuthula Nkwanyana	Kwanokuthula	ERF 165 utrecht	Mobile kitchen	0712755430/0606823711	No	2
105.						

106. Sibusiso Mabaso	Umnotho wamantungwa	Kwalembe farm	Agriculture	0660468180	No	1
107. Zandile khoza	Amanyambose amahle	Emxhakeni farm	Agriculture	0638526623	no	3
108. Duduzile mntambo	Mntambo tuck shop	Vaal bank farm	Tuck shop	082931938	No	3
109. SMS Xaba	Sms xaba	46 lyds street	poultry	0736241012	No	5
110. Cebisile Lange	Stakeholders Company	Vaalbak farm Utrecht	Farming	071299802	No	3
111. Dududuzile Madlamalala	Qalakancane	Vaalbank Farm Utrecht	Poultry	0760167534	No	3
112. Nozipho Mthuli	Vezokuhle Company	Vaalbank farm	Poultry	0665758982	No	3
113. Zodwa Magangane	Thuthukani Poultry	Berou farm utrecht	Poultry	0733681110	No	5
114. Sydney Xaba	Siphesihle family	Grootehoek farm	Commercial supplie and agro proessing	0725632276	No	6

115. Sibongile Nene	Mandlokovu Garden	Nzimane farm	Agriculture	0723857092	No	1
116. Phindile Nkosi	Ukukhanya Tuck shop	Khayaletu Village utrecht	Tuck shop	0799483704	no	2
117. Siboniso Xaba	Mr Professinal	4 Grant street utrecht	Sawing clothes	0656810059	yes	2
118. Mbongeni Mbonani	Mesulwa Technologies	Emxhakeni Farm	Farming	0734919138	Yes	3
119. Zodwa Vundla	Igugulethu	Lithulinye	Agriculture	0818838471	Yes	1
120. Zithulele Nkosi	Ovela behleke	Lithilunye	Decoration	0796309369	Yes	1
121. Ntombeningi Mngoma	Fish and chips	Vaal Bank Farm	Catering	0738491358	No	3
122. Nompumelelo potia ntombela	Cyanqobba trading pty	22A decock street utrecht	Security service, constraction,supplia and catering	0822230821	YES	2

123. Khumalo Ntombikayise	Abafikilemzilikazi pty	Bensdorp Utrecht	Seling good and manufacturing	0724552655	No	5
124. Hlatshwayo Nosipho	Amadlelo Omcebo Farming	Vaalbank	Farming	0673686290	NO	3
125. Mtshali Traiziner Sibongile	Mantshinga farming	Vallbank	Farming	0713907020	No	3
126. Christopher Williem Howard	Chris carpenter solution	White city	Carpenter,plumbing and Tilling	071 7133 375	Yes	2
127. Xaba Syden Sihle	Siphesihle Family ptyt	Groothoek Farm	Commercial Suply Agro Agriculture	072 563 2276	yes	6
128. SIPHO ENERST HLATSHWAYO	Dunusa nselensele primary cooperative limited	Hokrans utrecht	Farming, piggery, Poultry	0769836225	yes	1
129. Shongwe Bhekumuzi	Thandisizwe Business	Groenvlie farm	Chicken and Eggs	0797073154	No	4

130. Alexander Leeen	Khathide Spaza Shop	965 White City	Tuck Shop	0730243290	yes	2
131. Nkosi Ntokozo Sendra	Ntokzin Beuty Palor	Groenvlie Farm	Hair Dressing	0656828482	Yes	4
132. Keyala Nditsheni Mavis	Memei style and Uniform	118A Plein Street	Uniform	0676831533	Yes	2
133. Booyesen Darren Ian Rudolf	Swazilemvelo Business	Hougenoug Farm Eskhaleni	Construction	0656896511	Yes	4
134. Masondo Nhlanhla Lucky	Siyanqoba Nyambose Investment	16 Pine Street White City	Construction	0681590636	Yes	2

C.6.1.1 LED Functionality and Capacity

EMadlangeni Local Municipal Council adopted its Local Economic Development Strategy on the 27th of May 2026. The municipality is currently in the process to source funding to develop the new LED strategy since its active on its last financial year 2024/25, we have already sent letter to SALGA to request their assistance in developing the new strategy. 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 enterprises drive 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 committee and Construction sector, currently the Municipality is in a process of reviving Tourism Association and establishment of Mining sector, Agriculture sector and the establishing of formal economic Chamber and improving working relationships with farmer's associations and all SMME's. Emadlangeni Municipality has written an email to KZNCOGTA request their assisting in reviving the LED forum still waiting for their responses.

EMadlangeni Local Municipality LED strategy is aligned to Amajuba District one Plan. Emadlangeni Local Municipality has informal economic policy that was lastly adopted by council in March 2024, now is under review to be adopted in the next financial year 2026/27

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.

C.6.1.1. Projects and Programs to be implemented in 2026/27 Financial Year

The below listed projects are inclusive in the LED Strategy, Since the Municipality doesn't have financial muscle to establish any project internal therefore the LED engages external stakeholders to source funding for the implementation of these projects, EDTEA, Public works, MKRI and other stakeholders are the ones who funded the projects that are included in the Strategy.

Project Name	Project Status	Budget
Balele Game Park Abattoir Refurbishment and diversification	Implementation stage (15%)	R8 Million by KZN EDTEA
Expanded Public Works Program	Sourcing of names from ward councillors, resume on the 1 st of July 2026	R1 371 000 (from Public Works)
Balele game park invasive plant removal Program Phase 2	Implementation stage (0)	Program facilitated by EDTEA
Emadlangeni Digital centre	Implementation stage (MOU signed, waiting for establishment)	Facilitated by MKRI
Balele Game Park Plant removal	Implementation stage (Adopted by Council)	Facilitated by Local SMME
UMgundeni ward 6&1 project	The project is in the initial stage	R720756 (Facilitated by EDTEA)

TOTAL		R10 121 756

C.6.1.2 Annual Review of the LED Implementation Plan

The LED Implementation Plan was reviewed and adopted on 27th of May 2026 together with the LED strategy.

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 planning to have Mining workshop to address the local issues regarding operations within the mining sector.

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 %
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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.

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 for the next financial year 2026/27
- 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.
- d) Hoshoha coal mine they done with public participation, received catalytic projects to be selected in their SLP

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. Two local major SMMES has been funded by Amajuba LED with items at value of R50 000 per SMME.

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

Source: Global Insight 2017

C.6.1.5 LED CHAMBERS AND FORUM

EMadlangeni Municipality currently elected two sectors which is Informal trading committee, Construction Sector and currently the Municipality is in the process of electing other sectors to final elect the formal business chamber.

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
3. Amajuba District compliance forum

C.6.1.7 PROGRAMS AND TRAININGS

C6.1.7.1. SMMES capacitating programmes

The SDBIP oblige the LED Unit to conduct capacity building to smmes, provide funding and workshops programmes to assist them to sustain and growth their establishments, this programme takes place on quarterly bases. Below is how the LED conducted capacity building to SMMEand informal traders:

- First quarter on he 12th of September 2025 conducted a capacity building working with EDTEA, 62 participants were present in the programme that aimed at equipping the smmes on how to prepare documents to apply for funding, the programme was held at town hall.
- Second quarter on the 17th of October 2025 Emadlangeni LED partnered with District EDTEA conducted the workshop to 22 local spaza shop owners to prepare them to be eligible to apply for DSBD funding programme.
- Third quarter on the 2nd of February 2026 the Emadlangeni LED together with District EDTEA Coop unit conducted an exhibition for SMMEs to showcase their product to the community of Utrecht, 14 SMMEs attended the exhibition and they appreciated the opportunity as it was part of marketing their product.
- On the 27 of March Amajuba LED assisted the Emadlangeni yuth in business with CK registration to enable the youth to be able to establish their business and comply with the rules and regulations. 34 youth attended the programme.

Emadlangeni in partnership with Department of Small Business Development will assist tuckshop owners with the funding for their spaza shops in 2026/27 financial year.

C.6.1.7.2. Business Inspections

Emadlangeni Municipality working other stakeholders conduct business inspection on quarterly bases to check if every formal business conducted within Emadlangeni comply with rules and regulations. The inspection conducted by several stakeholders namely: LED&Planning, Fire&Disaster, Amajuba EHP, SAPS, Waste Management, KZNERA and Traffic dep.

We have done several compliance inspections for both Shops and Liquor outlets as listed below:

- First quarter on the 08th of July 2025 conducted a shop inspection within the Utrecht town, 14 shops were visited and those who were not complying were assisted with documents applications and those who kept rotten items were taken by Amajuba EHP for destroying.
- Second quarter on the 11th of November 2025 conducted a shop inspection at ward 3, several shops were visited for document check and items sold to check if they did not expire.
- Third quarter on the 3rd of March 2026 conducted a inspection on documents compliance to 11 shops around Utrecht town to check if the shop and owners documents are in order, assisted those who had non complying documents.
- Third quarter on the 12th of March 2026 conducted a Liquor shop outlet, 9 liquors were visited, 5 were found non-compliance and were closed with immediately effect.

Emadlangeni have adopted the township standard bylaws, now in the process to be gazetted once they receive funding.

Toward 2026/27 financial year the Emadlangeni Municipality would be functional in terms of implementation the adopted bylaws since the Municipality already started the processes of training the peace officers to force the bylaws once they gazetted.

C.6.1.8 RED TAPE REDUCTION WORKSHOP

The Emadlangeni Red Tape Reduction Programme was terminated by EDTEA on the 29th of October 2025, recently the LED have engaged EDTEA to request them to revive the programme, the follow up email was written on the 18 of May 2026, and the reviving processes has began.

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	Lack of implementation of informal economy policy
Potential for agricultural development	Staff capacity
Agri-village development projects	Budget constrains
	Lack of funding

<p>Amajuba LED plays a big role in assisting our emerging farmers in Agricultural sector</p> <p>-reviving of all sectors to formulate Emadlangeni business chamber</p> <p>Establishment of Emadlangeni digital centre</p>	<p>Conflict between traders ended up interrupting meetings</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<p>Revival of the agricultural sector</p> <p>Growing Tourism Sector</p> <p>Development of the tourism sector</p> <p>Revitalisation of the mining sector</p> <p>Large percentage of the population within working age</p> <p>Establishment of shopping complex</p>	<p>Climate change can adversely affect the agricultural sector</p> <p>Declining Agricultural sector</p> <p>Community interfering mining sector</p> <p>Low employment levels</p> <p>Low GDP contribution</p>

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

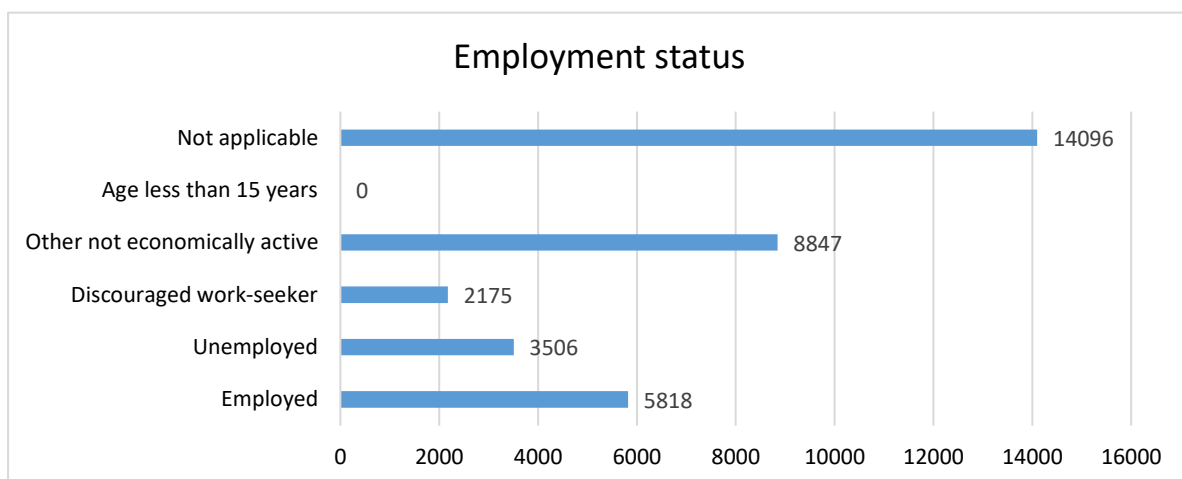
Private sectors come with their own funding and install their own cellular fibre, and the Municipality just shows them their existing services so they do not interrupt with them, currently open serve is busy with installation of cellular fibre at Emadlangeni Municipality.

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

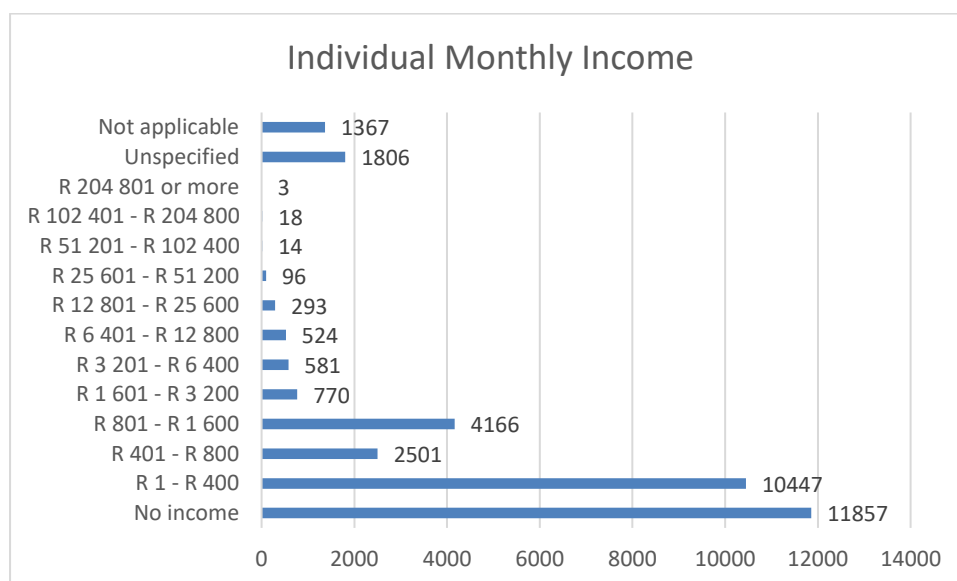


Source: Statistic South Africa, Census 2011

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: 2026/27).

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 farmland across the landscape. The Agri-village is project coordinated by the Department of Agriculture and Rural Development.

The Groen vlei 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.

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 potentially to grow into a fully operational mini- industrial hub taking into consideration the municipality's location to Newcastle municipality which is and industrial giant

in Amajuba district. Furthermore, the R34 provides the municipality with linkages to the Richards Bay and dude 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 form 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 tourist 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, Vater 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 coal Mine based in ward 5 that is currently in hibernation. 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

Triple X is a coal mine operating in ward one, their SLP has expired they busy with re-establishment.

EPWP/CWP

EMadlangeni Local Municipality has adopted EPWP Process Plan on the 27 May 2026. 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, council has adopted the EPWP policy for phase 5 on the

27th of May 2026. EPWP program for 2026/2027 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 mediums to long term strategies to reduce unemployment and alleviate poverty through the creation of work opportunities using labor-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 organizations 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 utilize 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 is important that the council and MANCO understand all the processes and objectives of EPWP that why it was important to conduct the workshop on Council and MANCO on the 15th of May 2026 to make them understand EPWP and it objectives.

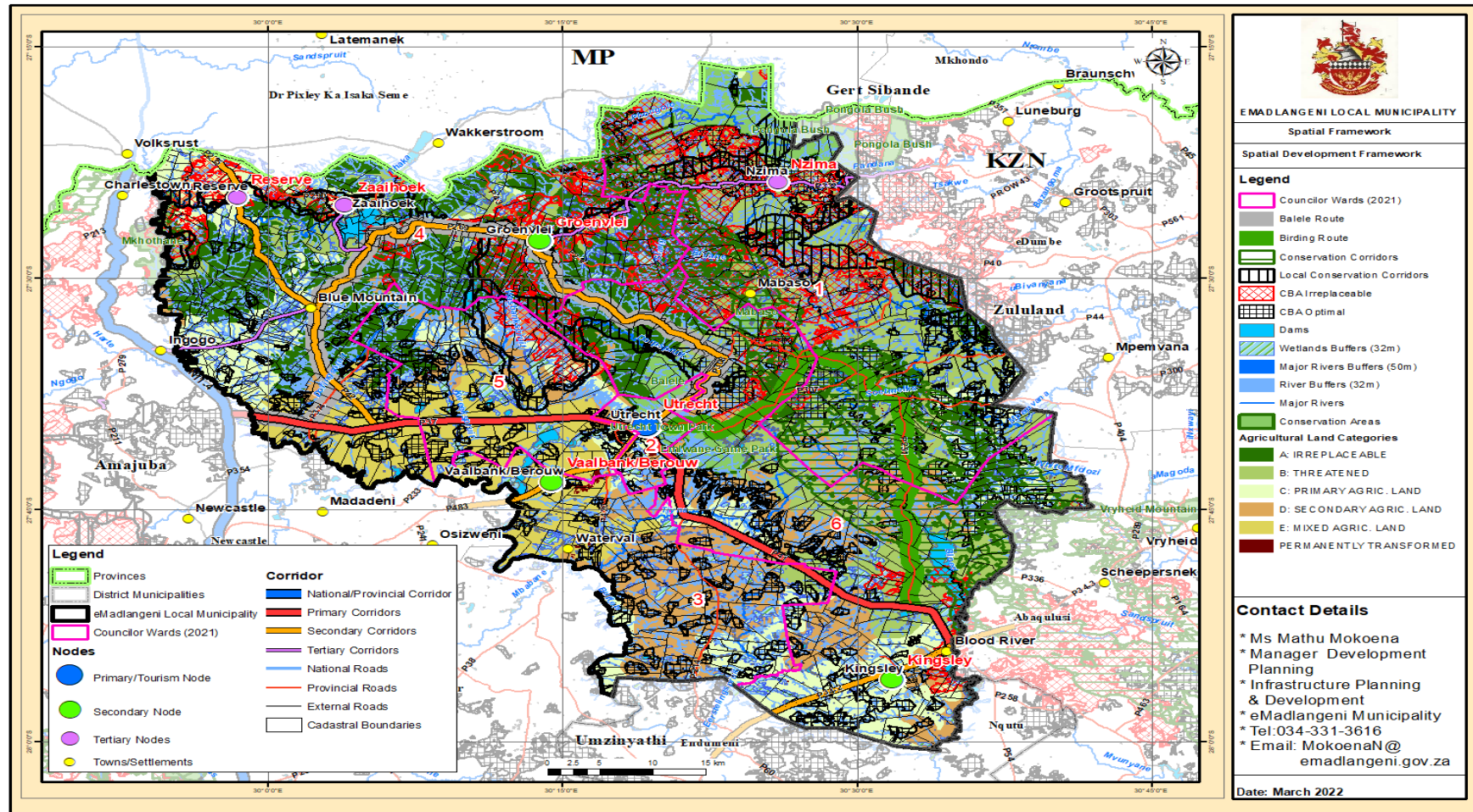
It's critical to note that EPWP has transitioned from Phase 4 to Phase 5 of the programme, which necessitates the municipality to re-design projects aligning with the Public Works and Infrastructure set targets within various sectors such as Infrastructure, environment and culture, social sector, and 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. 120 job opportunities to be implemented at the beginning of July 2026, the names to be sourced from all 6 wards, the Induction and the signing of contracts will take place in the mid of June 2026, Then the uniform they will receive in the beginning of July when the SCM processes are done.

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 community to ensure and facility 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

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	<ul style="list-style-type: none"> • Service Industry • Light Industry • General Industry • Abattoir 	<ul style="list-style-type: none"> • 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.		<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Residential Only • Intermediate residential (medium density) • General Residential • Rural Residential • Guest Houses • Residential Estate • Retirement Village 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Mixed use • Commercial • Office • Service station 	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Education • Health and Welfare • Institution • Cemetery • Municipal and government • Worship • Bus and taxi rank 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Declared Protected Areas • Active open space 	<ul style="list-style-type: none"> • Urban and Residential areas. • Vacant and unused land in

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	<p>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.</p>	<ul style="list-style-type: none"> • Passive open space • Dams • Management overlays for additional information 	<p>and around the urban footprint.</p> <ul style="list-style-type: none"> • Environmentally sensitive areas within the municipality • Cultural and heritage sites associated tourism in the municipality. • Major dams, e.g. Zaaihoek Dam
<p>Utility and services</p>	<p>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</p>	<ul style="list-style-type: none"> • Road reserves. • Railway line • Railway station • Public parking 	<ul style="list-style-type: none"> • Settlement areas. • CBD (Utrecht) • Light Industrial areas • Rural and urban areas

LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	<p>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.</p>		
<p>Agriculture</p>	<p>Agricultural family of zones are intended to provide land for buildings and uses associated with farming practises and specifically with the following activities: -</p> <ul style="list-style-type: none"> • 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. <p>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</p>	<ul style="list-style-type: none"> • Agriculture 1 • Agriculture 2 (Traditional/communal) • Agriculture and Forestry • Restricted agriculture (agro-biodiversity zone) • Management overlays for additional information 	<ul style="list-style-type: none"> • Rural areas • Urban areas

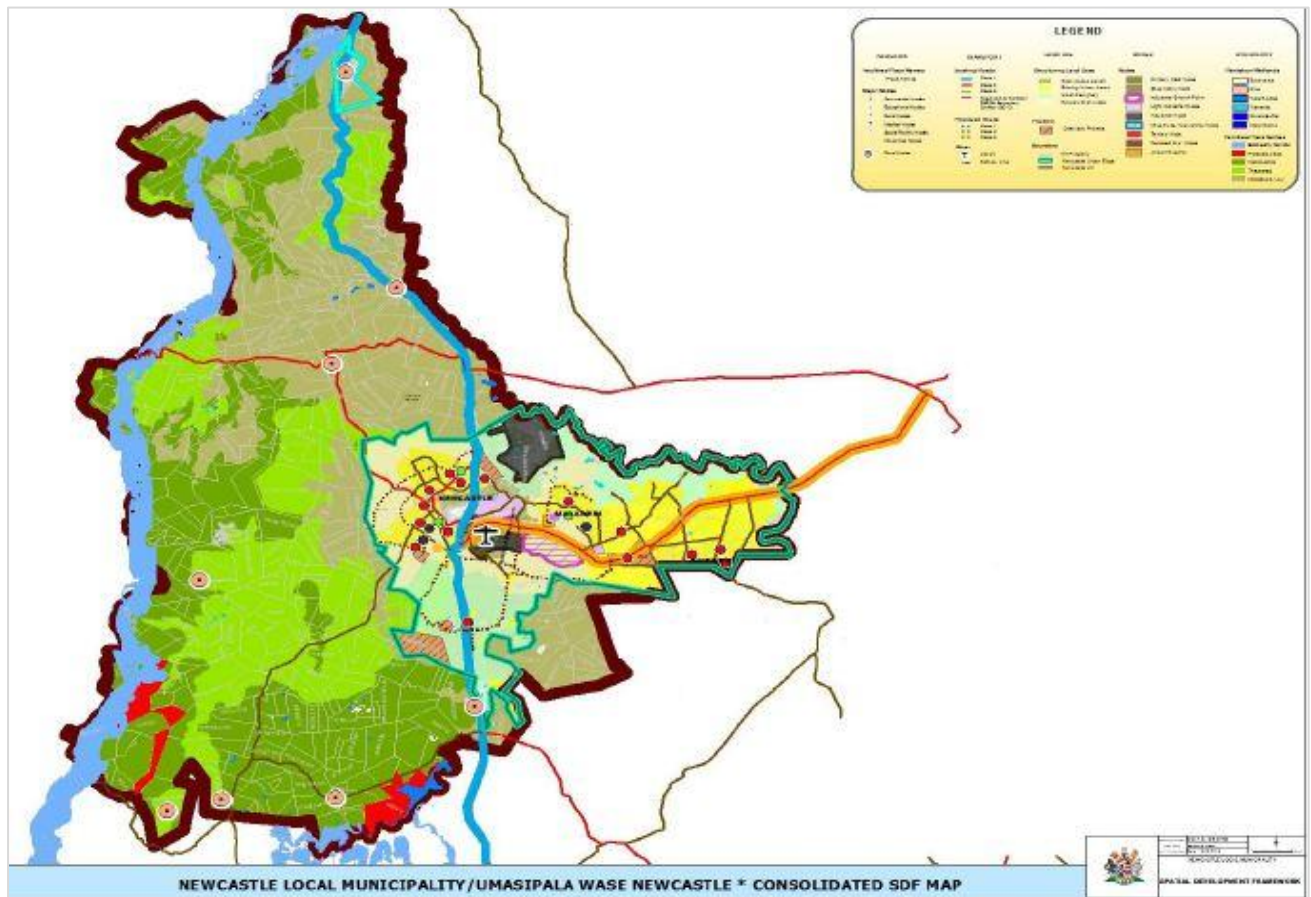
LAND USE TYPE	DESCRIPTION	POTENTIAL ZONES	SPATIAL LOCATION
	contribution of the agricultural sector to the local economy.		

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.

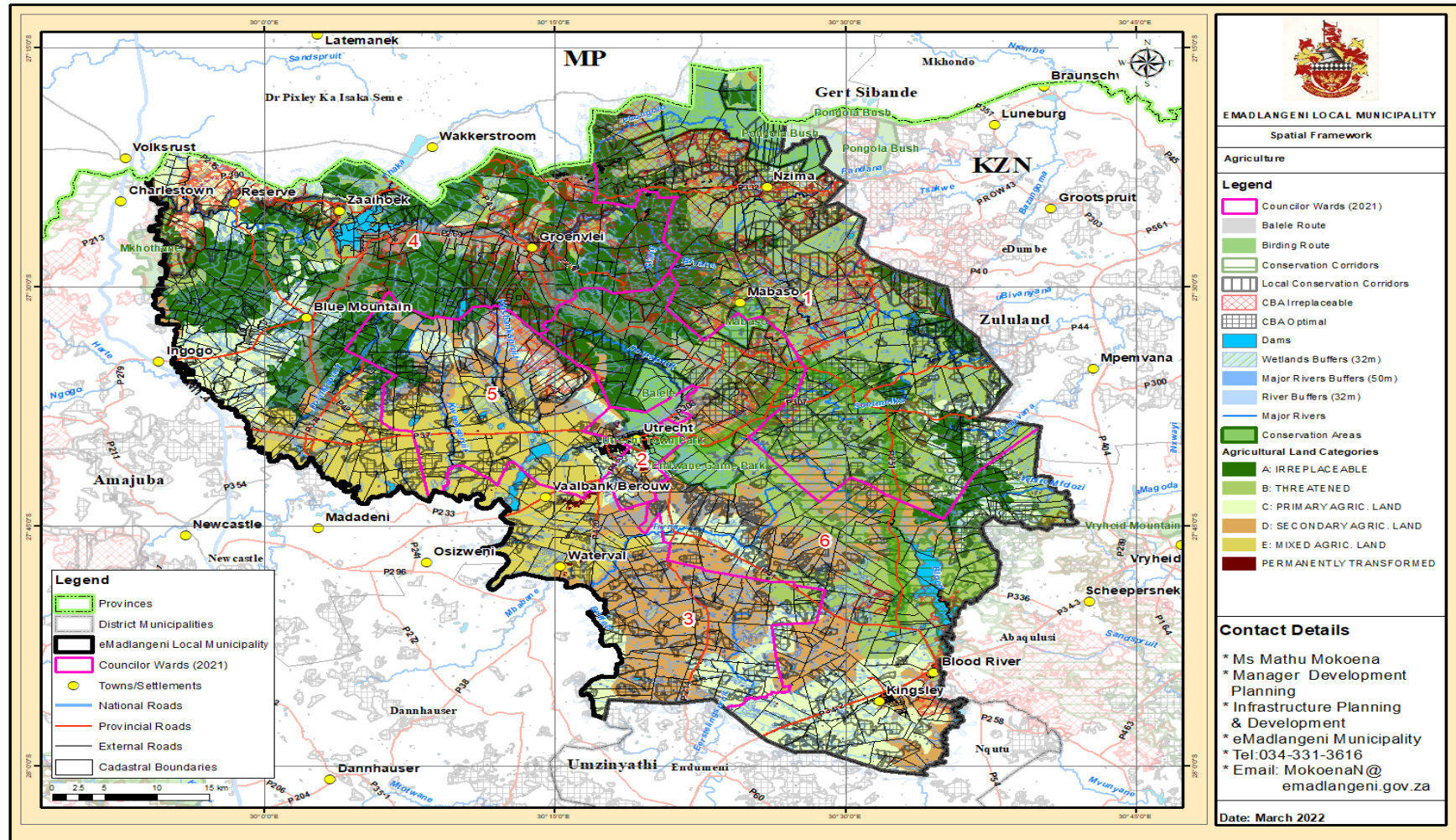
The P43 links eMadlangeni to Wakkerstroom within Pixely KaSeme municipality in the Mpumalanga province. The linkages between Pixley Ka Seme and eMadlangeni also include the birding linkages between Wakkerstroom and the northern portions of the Utrecht Municipality, particularly around Groenvlei and the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

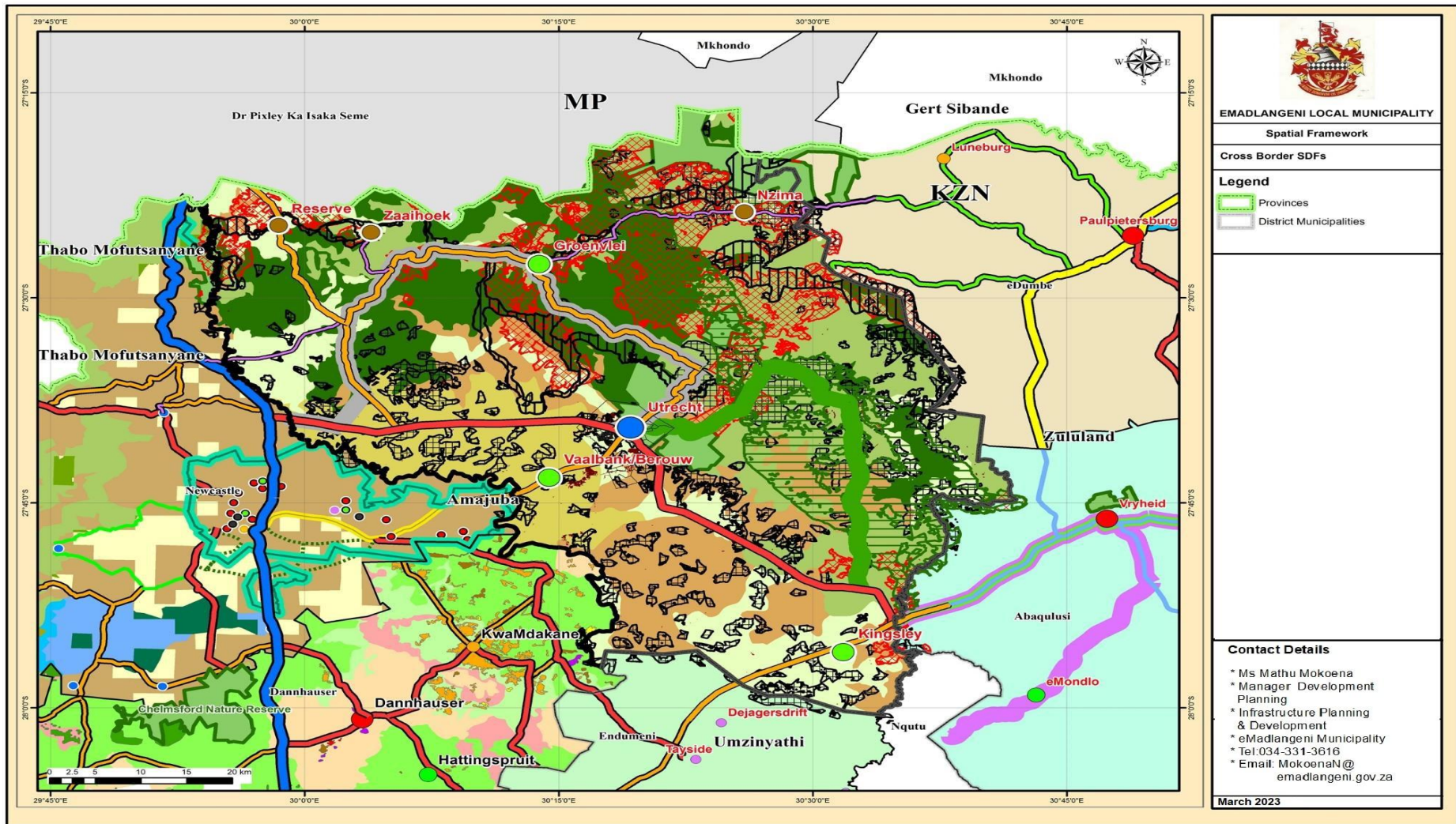
These linkages thus have implications for service delivery for these communities and collaboration between the two municipal areas to curb potential conflict.

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 21: Agricultural Framework



Map 23: 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

<p> eMadlangeni Local Municipality</p> <p>Nodes</p> <ul style="list-style-type: none"> Primary/Tourism Node Secondary Node Tertiary Nodes <p>Corridor</p> <ul style="list-style-type: none"> 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 	<p> Newcastle Local Municipality</p> <p> Urban Edge</p> <p>Nodes</p> <ul style="list-style-type: none"> Commercial Nodes Educational Nodes (Excluding Schools) Rural Nodes Medical Nodes Social Facility Nodes Mixed Use Nodes <p>Mobility Routes & Corridors</p> <ul style="list-style-type: none"> 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 	<p> Dannhauser Local Municipality</p> <p>Nodes</p> <ul style="list-style-type: none"> Primary Node Secondary Node Tertiary Node <p>Corridors</p> <ul style="list-style-type: none"> Primary Corridor Secondary Corridor Tertiary Corridor <p>Settlement Clusters</p> <ul style="list-style-type: none"> 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 <p>Agricultural Potential</p> <ul style="list-style-type: none"> Good Agricultural Potential (I, II, III) Moderate Agricultural Potential (IV) Low Agricultural Potential (V, VI) Restricted Agricultural Potential (VII, VIII) 	<p> Abaqulusi Local Municipality</p> <p>Nodes</p> <ul style="list-style-type: none"> Primary Node Secondary Node Tertiary Node Service Centres <p>Corridors</p> <ul style="list-style-type: none"> Abaqulusi_Corridor_Tourism Abaqulusi_Corridor_Agricultural Abaqulusi_Corridor_Development <p> eDumbe Local Municipality</p> <p>Nodes</p> <ul style="list-style-type: none"> Primary Node Secondary Node Tertiary Node <p>Corridors</p> <ul style="list-style-type: none"> Primary Access Corridor Primary Development Corridor Access Corridor Agricultural Access Road Proposed Tourism Access Road District Roads Provincial Roads <p> Endumeni Local Municipality</p> <p>Nodes</p> <ul style="list-style-type: none"> Primary Node Secondary Node Rural Services Node Rural Service Satellite Node <p>Corridors</p> <ul style="list-style-type: none"> Secondary Development Corridor Tertiary Development Corridor Urban Core Dr Pixley Ka Isaka Seme Local Municipality
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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 **91 per cent** of the total funding source which represents **R15.9 million** for the **2026/27** financial year and **R1.4 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	3.4%	3.3 %	3.2%
Electricity tariffs	10.00%	3.3 %	3.2%
Refuse tariffs	3.4%	3.3 %	3.2%
Salaries and allowances	4.75%	3.3 %	3.2%
Councillors Remuneration	0.0%	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	80%
Refuse rates	80%

Source: Emadlangeni municipality Medium-Term Budget (2026/27-2028/29)

Tariff Increases

	2026/27
Rates	3.4%
Electricity	10.00%
Refuse removal services	3.4%

Source: eMadlangeni Local Municipality Medium-Term Budget (2026/27-2028/29)

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

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										

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

R 233 656 837 **R214 405 747**

C.7.3 SUPPLY CHAIN EVALUATION

The municipal council reviewed and adopted the Supply Chain Management Policy on 28 May 2025 (refer to ANNEXURE J1) to comply with the PPPFA of 2022 and ensure that people living with disabilities are fully accommodated in tender bidding processes.

Due to the size and budget constraints of the municipality, the BTO appointed the SCM Manager, SCM Officer, and SCM Clerk in the 2021/2022, 2022/2023, and 2024/2025 financial years respectively. However, the staff complement in the SCM unit remains inadequate. SCM has a procurement plan in place for the 2026/2027 financial year. Poor planning by departments creates challenges for the SCM unit in complying with legislation.

The Municipal Manager appoints members of the bid committees. Committee sittings are determined by the procurement plan and requests from user departments, as the municipality does not have a large number of tenders. Emadlangeni Local Municipality has functional bid committees established in line with Regulations 26–29 of the Municipal Finance Management Act No. 56 of 2003 Supply Chain Management Regulations. The committee system for competitive bids consists 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:	B. Simelane (Chairperson) S. Simelane (Deputy Chairperson) M. Zondo (Member)

	“(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”	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 of Finance, in terms of section 5, read with sections 2(1)(b)(i) and (ii), and 2(1)(c) of the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000), promulgated the regulations set out in the Schedule with effect from 16 January 2023. The Preferential Procurement

Regulations, 2017 were replaced by the Preferential Procurement Regulations, 2022, and the SCM Policy was amended and approved by Council.

C.7.3.2 SCM CHALLENGES

SCM is currently experiencing a shortage of staff, particularly in contract management. The position of Contract Management Officer is currently vacant and unfunded, and the responsibilities are being performed by the SCM Manager, resulting in work overload and low staff morale.

Implementation of Contracts

- Not all contract-related documents are filed manually due to work overload and the vacant position of Contract Management Officer. There are also delays in capturing contracts in the contract register monthly because the expenditure unit does not capture information on the system timeously or scan payment vouchers on time.
- Supply Chain receives invoices before the physical goods have been delivered.
- Poor planning, including insufficient budget or funding, results in delays in requisitions.
- Non-adherence to the 30-day payment terms.
- Suppliers commence work before the SLA is signed or a letter of acceptance is issued.
- User departments sign invoices without thoroughly checking them for 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)		-	-	-	-	-	-	-	-	-
Informal Settlements										
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	38 069	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.

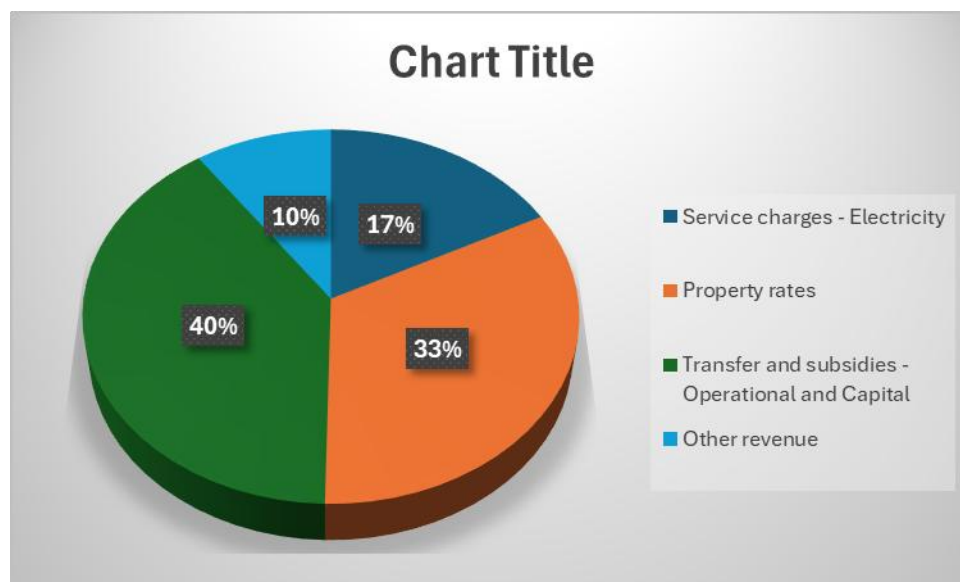
Employee (excluding Councillors allowances) per financial years

Expenditure											
Employee related costs	2	46 132	51 116	52 802	58 249	57 969	57 969	39 259	60 522	62 520	64 520
Remuneration of councillors	2	4 928	4 647	4 794	4 817	4 817	4 817	3 150	4 817	4 817	4 817
Bulk purchases - electricity	2	15 896	19 298	24 126	25 907	25 907	25 907	15 399	26 701	27 582	28 464
Inventory consumed	2,8	4 218	3 318	3 944	4 802	4 386	4 386	15	4 808	4 967	5 126
Debt impairment	2,3	6 489	480	349	4 574	4 574	4 574	-	4 730	4 886	5 042
Depreciation, amortisation and impairment	2	11 628	18 618	8 818	9 233	6 459	6 459	4 852	6 678	6 899	7 120
Interest, Dividends and Rent on Land	2	1 967	307	1 166	-	1 000	1 000	1 006	1 034	1 068	1 102
Contracted services	2	26 679	44 477	41 341	16 246	15 022	15 022	10 147	13 805	13 942	14 206
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	14 126	13 890	14 337
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	137 223	140 573	144 735

REVENUE

Revenue by Source

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	Pre-audit outcome	Budget Year 2026/27	Budget Year 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	14 139	15 289	19 519	20 941	21 285	21 285	13 347	21 771	22 490	23 210
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	2 857	2 955	3 046
Sale of Goods and Rendering of Services	2	353	322	483	441	745	745	377	810	831	863
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	2	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	-	1 919	2 324	2 165	2 165	2 165	797	2 239	2 313	2 387
Interest earned from Current and Non Current Assets	2	557	1 454	1 112	1 703	513	513	358	530	545	565
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	1 621	1 674	1 728
Licence and permits	2	1 791	2 307	2 510	2 377	2 012	2 012	1 204	2 081	2 145	2 218
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	6	620	724	147	15	15	3	766	791	816
Non-Exchange Revenue											
Property rates	2	25 471	37 400	43 790	51 816	48 388	48 388	28 553	51 033	52 717	54 404
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	689	1 004	1 102	834	897	897	530	944	975	1 006
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	9 145	9 447	9 750
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	139 798	141 366	147 212



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%)

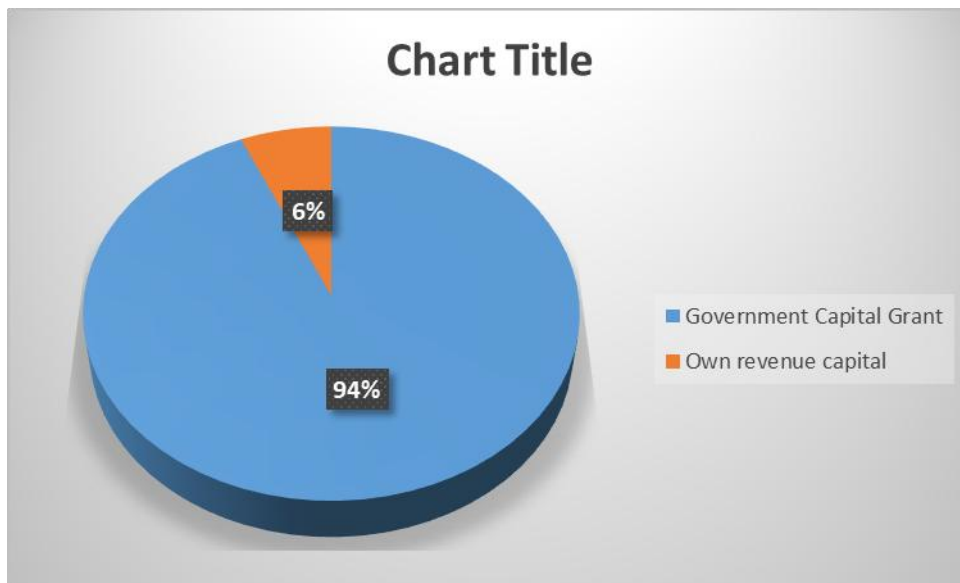
Other revenue: R 15 198 185 (10%)

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 2 409 000
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 17 281 000**

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

Government Grants: R 15 867 000

Internally generated funds: R 1 414 000

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 inceptive 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Project in progress with 19 connections energized. Additional funding received from DMRE and extension of scope of work for 17 new connections is underway.
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					<ul style="list-style-type: none"> 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.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.



**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

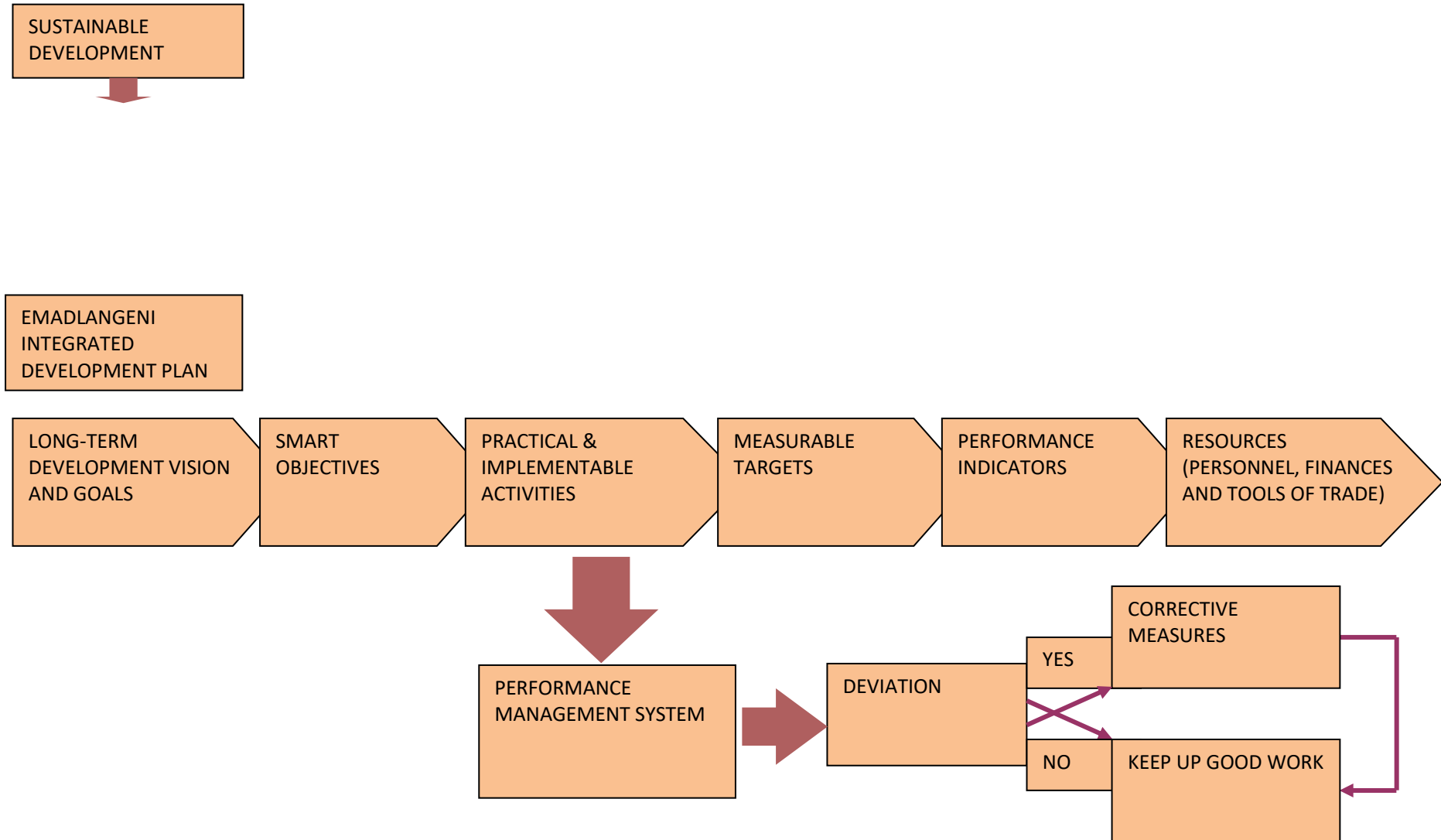
MISSION STATEMENT

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.



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 Facilitate the reduction of the housing backlog	1.1.4.1 Number of approved updated Housing Sector Plan
			1.1.4.2 Number of adopted Spatial Development Framework
			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
		1.1.6 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.(I) Creating job opportunities for all	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
		1.2.6 Ensure Disaster Management Sector Plan is well implemented	1.5.1.7 Number of fire Hose reels for municipal buildings
1.6.1.1 Review & Update Disaster Management Sector Plan			
1.2.7 Promote the mining activities	1.6.1.2 Monitor construction of Disaster Management Centre		
	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
	1.4 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
		2.1.2.2 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 development and improve the community skills base	2.1.3.1 Number of approved Workplace Skills Plan submitted to LG SETA
			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	
		3.1.2 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					
3.1.6 Ensure a constant and accurate financial 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		
			3.1.6.4 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 Ensure the existence of updated finance management strategies			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	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.
Facilitating access to health, safety and welfare facilities and services	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	
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	

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
			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

D.1.4.6 CROSS-CUTTING

STRATEGIC GOALS	STRATEGIC OBJECTIVES	2026/27 STRATEGIES	MEASURABLE OBJECTIVES
6. Promoting spatial and environmental management	6.1 Promote Integrated spatial planning and sustainable land use management.	6.1.1 Ensure the existence of a municipal spatial development framework	6.1.1.1 Review and adopt the 2027/2028 Spatial Development Framework (SDF)
			6.1.1.2 Review and adopt the Spatial Development Plan (SDP)
Promote safe, resilient, and sustainable communities through effective disaster risk management	6.2 Enhance emergency response coordination	6.2.1 Ensure that the Disaster Management Plan is well implemented	6.2.1.1 Number of Disaster Management Advisory Forums conducted
			6.2.1.2 Adoption of the Winter and Summer Contingency Plan
			6.2.1.3 Number of Disaster Management Trainings and Awareness Campaigns
			6.2.2.2 Review and adopt the Disaster Management Sector Plan

E. IMPLEMENTATION PLAN

Project Type	Objective	Performance Indicator	Backlog	Baseline	Overall target (5-year timeframe)	5 Year Targets					Budget	Source	Expenditure	Implementing agent	challenge	Remedial action
						2022/23	2023/24	2024/25	2025/26	2026/27						
Road Infrastructure	To implement roadbuilding and infrastructure program and improve rural accessibility	Plein Street, Phase 2	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	0	0	0	Rehabilitation of Plain Street Phase 2	Not funded	-		Infrastructure and Planning		
Recreational	Improve service delivery and	Upgrade Sport field	- Community unrest	None		0	0	Upgrade Sport field	0	0	R7 106 846.72	MIG		Infrastructure and Planning		

	infrastr develo pment.		- Destru ctive weath er - Limite d Budge t - Incom petent sub- contra ctors													
Road Infrastr ucture	To implem ent roadbu ilding and infrastr ucture progra m and improv e rural accessi bility	Emath angeni Gravel Access Road	- Comm unity unrest - Destru ctive weath er - Limite d Budge t - Incom petent sub- contra ctors	Non e	0	2.8 KMs	0	0	0	R6 027 513.50	MIG		Infrastr ucture and Plannin g			

Road Infrastructure	To implement roadbuilding and infrastructure program and improve rural accessibility	Barouw Gravel Access Road	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	2.6 KMs	0	0	0	R6 003 806.16	MIG		Infrastructure and Planning Development (HOD)		
Road Infrastructure	Improve access to electricity	Dorothea Gravel Access Road	- Community unrest - Destructive weather - Limited Budget - Incom	None		0	4.65 KMs	0	0	0	R 3 360 289	Disaster Grant		Infrastructure and Planning Development (HOD)		

			petent sub-contractors													
Road Infrastructure	Improve access to electricity	Keerom Street	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	0.65 KMs	0	0	0	R 3 185 387	Disaster Grant		Infrastructure and Planning Development (HOD)		
Road Infrastructure	Improve access to electricity	Vaalbank Gravel Access Road	- Community unrest - Destructive weather - Limited	None		0	2.49 KMs	0	0	0	R 2 449 420	Disaster Grant		Infrastructure and Planning Development (HOD)		

			Budget - Incompetent sub- contractors													
Road Infrastructure	Improve access to electricity	Reserve Gravel Access Road	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	4.6 KMs	0	0	0	R 3 770 198	Disaster Grant		Infrastructure and Planning Development (HOD)		
Road Infrastructure	Improve access to electricity	Lenz Gravel Access Road	- Community unrest - Destructive	None		0	2.99 KMs	0	0	0	R 2 249 460	Disaster Grant		Infrastructure and Planning Development (HOD)		

			weath er - Lime d Budge t - Incom petent sub- contra ctors													
Road Infrastr ucture	Improv e access to electric ity	Mlwane Gravel Access Road	- Comm unity unrest - Destru ctive weath er - Lime d Budge t - Incom petent sub- contra ctors	Non e		0	4.7 KMs	0	0	0	R2 599 643	Disast er Grant		Infrastr ucture and Plannin g Develo pment (HOD)		
Road Infrastr ucture	Improv e access	Naude Street	- Comm	Non e		0	1.3 KMs	0	0	0	R 6 180 000	Disast er Grant		Infrastr ucture and		

	to electricity		<ul style="list-style-type: none"> - unity unrest - Destructive weather - Limited Budget - Incompetent sub-contractors 											Planning Development (HOD)		
Road Infrastructure	To implement roadbuilding and infrastructure program and improve rural accessibility	Maintenance of all 6 wards	<ul style="list-style-type: none"> - Community unrest - Destructive weather - Limited Budget - Incompetent sub- 	50 KMs		60 KMs	60 KMs	60 KMs	60 KMs	60 KMs	R 400 000	Operational Spending		Infrastructure and Planning Development (HOD)		

			contra ctors													
Road Infrastr ucture	To implem ent roadbu ilding and infrastr ucture progra m and improv e rural accessi bility	Luthilu nye Access Gravel Road	- Comm unity unrest - Destru ctive weath er - Limite d Budge t - Incom petent sub- contra ctors	Non e		0	0	0	R8 527 772.3 6	0	R8 527 772.36	MIG		Infrastr ucture and Plannin g Develo pment (HOD)		
Road Infrastr ucture	To implem ent roadbu ilding and infrastr ucture progra m and improv e rural	Lembe- Thuthu ka	- Comm unity unrest - Destru ctive weath er - Limite d Budge t	Non e		0	0	0	2 KMs	0	R 5 000 0 00.00	MIG		Infrastr ucture and Plannin g Develo pment (HOD)		

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

	m and improve rural accessibility		- Limited Budget - Incompetent sub-contractors													
Road Infrastructure	To implement roadbuilding and infrastructure program and improve rural accessibility	Jerico	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	0	0	0	5 KMs	R5 000 000.00	MIG		Infrastructure and Planning Development (HOD)		
Electrification Project	Improve access to	Jiyane	- Community unrest	None		09 Connections	0	0	0	0	R 1 480 832,55	INEP		Infrastructure and Planning		

	electricity		- Destructive weather - Limited Budget - Incompetent sub-contractors											Development (HOD)		
Electrification Project	Improve access to electricity	Nhlazadolo	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		04 Connections	0	0	0	0	R 455 834,70	INEP		Infrastructure and Planning Development (HOD)		

Electrification Project	Improve access to electricity	KwaNzima	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		134 connections	0	0	0	0	R4 517 357,95	INEP		Infrastructure and Planning Development (HOD)		
Electrification Project	Improve access to electricity	Estilenga	- Community unrest - Destructive weather - Limited Budget - Incom	None		08 Connections	09 Connections	0	0	0	R 2 519 16,88	INEP		Infrastructure and Planning Development (HOD)		

			petent sub-contractors														
Road Infrastructure	To implement roadbuilding and infrastructure program and improve rural accessibility	Kerk Street	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0.4 KMs	0	0	0	0	R 963 085,78	MIG		Infrastructure and Planning Development (HOD)			
Road Infrastructure	To implement roadbuilding and infrastructure program and improve	Loop Street	- Community unrest - Destructive weather - Limited	None		015 Kms	0	0	0	0	R 2 301 745,00	MIG		Infrastructure and Planning Development (HOD)			

	e rural accessibility		Budget - Incompetent sub-contractors													
Electrification Project	Improve access to electricity	Doroth ea	- Community unrest - Destructive weather - Limited Budget - Incompetent sub-contractors	None		0	0	151 Connections	0	0	R6 000 000.00	INEP		Infrastructure and Planning Development (HOD)		
Electrification Project	Improve access to electricity	KwaNt a ba	- Community unrest - Destructive	Phase 1		0	0	25 Connections	0	0	R179 664,04	INEP		Infrastructure and Planning Development (HOD)		

			weath er - Limite d Budge t - Incom petent sub- contra ctors													
Electrif ication Project	Improv e access to electric ity	Kaarpo ort	- Comm unity unrest - Destru ctive weath er - Limite d Budge t - Incom petent sub- contra ctors	Pha se 1		0	0	19 Conne ctions	0	0		INEP		Infrastr ucture and Plannin g Develo pment (HOD)		
Electrif ication Project	Improv e access	Blue Mount	- Comm	Non e		0	19 Conne ctions	56 Conne ctions	58 Conne ctions	0	R10 867 000.00	INEP		Infrastr ucture and		

	to electric ity	ain Phase 2	unity unrest - Destru ctive weath er - Limite d Budge t - Incom petent sub- contra ctors											Plannin g Develo pment (HOD)		
Electrif ication Project	Improv e access to electric ity	Luthilu nye Phase 2	- Comm unity unrest - Destru ctive weath er - Limite d Budge t - Incom petent sub-	Non e	0	0	R7 493 0 00.00	0	0	R7 493 000 .00	INEP		Infrastr ucture and Plannin g Develo pment (HOD)			

			contra ctors													
Policy		Housin g Sector Plan		1		1	1	1	1	1	0	In house		Infrastr ucture and Plannin g Develo pment (HOD)		
Policy	Promot e Spatial Develo pment	Spatial Develo pment Frame work		1		1	1	1	1	1	0	In house		Infrastr ucture and Plannin g Develo pment (HOD)		
Policy	Promot e Local Econo mic Develo pment	Local Econo mic Develo pment Strateg y		1		1	1	1	1	1	0	In house		Infrastr ucture and Plannin g Develo pment (HOD)		
	mO	Perfor mance Manag ement Policy		1		1	1	1	1	1	0	In house		Office of the Munici pal Manag er (HOD)		

	Improve expenditure management	Revenue enhancement Strategy		1		1	1	1	1	1	0	In house		Budget and Treasury Office (HOD)		
		Indigen t Policy		1		1	1	1	1	1	0	In house		Budget and Treasury Office (HOD)		
		Human Resource Strategy		1		1	1	1	1	1	0	In house		Infrastructure and Plannin g Development (HOD)		

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 2026/27

ORGANISATIONAL SCORECARD 2026/27

Indica tor Nu mber	Proje ct	Basel ine	Performance Indicator	Ann ual Bud get	Annua l Targe t	Quarter 1 (JUL-SEP 2026)		Quarter 2 (OCT-DEC 2026)		Quarter 3 (JAN-MAR 2027)		Quarter 4 (APR-JUN 2027)		Res ponsi ble Dep art ment	Actu al Achi eve ment Per Quar ter (Achi eved /Not Achi eved)	Challen ges/Blo ckages in meetin g targets	Cor rec tive Mea sures to be taken
						Targ et	PoE Require d	Targ et	PoE Require d	Targ et	PoE Require d	Targe t	PoE Require d				
BASIC SERVICE DELIVERY																	
M P T S 1	Conn ectio n of 25 house holds throu gh rural electr ificati on proje cts in Chan ceni Phase	Chan ceni Phas e 1	Number of households connected through rural electrification at Chanceni Phase 2, Ward 5.	4 913 000	25 conn ectio ns	Cons tructi on	Quarterl y Progres s Report	Cons tructi on	Quarterl y Progres s Report	Cons tructi on	Quarterl y Progres s Report	Const ructio n	Quarterl y Progres s Report or Close- out report	MU NICI PAL PLA NNI NG AND TEC HNI CAL SER VICE S OFFI CE			

	2, Ward 5																
MPTS 2	Construction of 5 KMs Luthilunye (Ward 1) Gravel Access Road	New Indicator	5 KMs construction of Luthilunye (Ward 1) Gravel Access Road	6 764 946	Completion of 5 KMs	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Certificate of Completion	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPTS 2.1	Construction of 2.1 KMs KwaMgadlala (Ward 4) Gravel Access Road	New Indicator	2.1 KMs construction of KwaMgadlala (Ward 4) Gravel Access Road	3 699 053.88	Completion of 2.1 KMs	Appointment of Project contractor and site establishment	Letter of Appointment and Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Quarterly Progress Report	Construction	Certificate of Completion	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			

MPTS 3	Rehabilitation of Hugo Street (Ward 2)	New Indicator	0.9 KMs rehabilitation for Hugo Street (Ward 2)	6 181 000	Rehabilitation of 0.9 KMs	Appointment of Project contractor and site establishment	Letter of Appointment and Quarterly Progress Report	Construction	Progress Report	Construction	Quarterly Progress Report	Construction	Certificate of Completion	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPTS 3.1	Balele Game Park Abattoir Refurbishment and Diversification Project	New Indicator	Refurbishment and Diversification of Balele Game Park Abattoir within 2025/2026 financial year	10 000 000	Completion of Balele Game Park Abattoir	N/A	N/A	N/A	N/A	Conduct Environmental Study & Advertising	Environmental Impact Report & Advert	Appointment of Service Provider; Construction Programme & Construction	Appointment Letter; Gantt Chart & Quarterly Progress Report	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPTS 3.2	Effective implementation and spending on the Balele Game Park Refurbishment	Roll-over	Refurbishment of Balele Game Park Phase 2 by 30 June 2026.		Completion of Balele Game Park Phase 2	N/A	N/A	N/A	N/A	Completion of Balele Game Park Phase 2	Completion Certificate	N/A	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE				

	Grant for year ending June 2027																	
MPTS 3.3	Effective implementation and spending on the Balele Game Park Refurbishment Grant for year ending June 2027	Roll-over	Refurbishment of Balele Game Park Phase 3 by 30 June 2026		Completion of Balele Game Park Phase 3	N/A	N/A	Completion of Balele Game Park Phase 3	Completion Certificate	N/A			MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE					
MPTS 4	Length of roads levelled through road maintenance program in	60KM	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, Ward councilor's letter & Completion certificate signed by	15 KMs of Road Maintenance	Quarterly Report, Ward councilor's letter & Completion certificate signed by	15 KMs of Road Maintenance	Quarterly Report, Ward councilor's letter & Completion certificate signed by	15 KMs of Road Maintenance	Quarterly Report, Ward councilor's letter & Completion certificate signed by	MUNICIPAL PLANNING AND TECHNICAL SERVICES				

	the 2025/26 Financial Year				supervisor & HOD	supervisor & HOD	supervisor & HOD	supervisor & HOD	supervisor & HOD	OFFICE					
MPTS 4.1	Replacement of existing 250W High Pressure Sodium (HPS) streetlights with 100W LED fittings to improve energy efficiency and reduce electricity consumption in the year ending	New Indicator	Number of 250W HPS streetlights replaced with 100W LED streetlights within the 2025/2026 financial year	4 000 000	Replacement of 557 streetlights	N/A	N/A	Replace 350 Streetlights	Quarterly Progress Report	Replace 207 Streetlights	Close-out Report	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			

	g 30 June 2026														
M P T S 4.2	Reviewing and Adopting the Housing Sector Plan for the year ending 30 June 2026		Adoption of the Housing Sector Plan (HSP) by Council		Reviewed eMadlangeni Housing Sector Plan	N/A	N/A	Submission of the Draft Housing Sector Plan to Council for adoption	Council Resolution	Submission of the Final 2026/2027 Housing Sector Plan to Council for adoption	Council Resolution & Copy of the HSP	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
B T O 6	Review & Update the Indigent Policy for the year	0	Adoption of the Reviewed Indigent Policy by Council		Adoption of Reviewed 2026/2027 indig	N/A	N/A	N/A		Submit the Indigent Policy to Council for adoption	Council Resolution	BUDGET AND TREASURY OFFICE			

	ending 30 June 2026				ent Policy									
BT O 6.1	Update and Maintain the Indigent Register to ensure eligible household receive free basic services	Indigent Register updated in 2024/2025	Updating the Indigent Register within the 2025/26 financial year		Indigent Register updated	N/A	N/A	N/A	Update the Indigent Register	Copy of Indigent Register	BUDGET AND TREASURY OFFICE			
CS PS 2.1	Installation of Lightning Conductors for the year ending 30 June 2026	20	Number of lightning conductors installed within the 2025/26 financial year	100 000	20	N/A	N/A	N/A	Install 20 lightning conductors	Progress Report	COMMUNITY SERVICES AND PUBLIC SAFETY OFFICE			

CS PS 2.2	Total number of formal households, businesses and government areas with access to refuse removal once per week	1320	Number of formal households, businesses and government areas with access to refuse removal within the 2025/26 financial year		1320	1320	Quarterly Report; Billing System & Collecting Schedule	1320	Quarterly Report; Billing System & Collecting Schedule	1402	Quarterly Report; Billing System & Collecting Schedule	1402	Quarterly Report; Billing System & Collecting Schedule	COMMUNITY SERVICES AND PUBLIC SAFETY OFFICE			
CS PS 2.3	Conducting Road Safety Awareness Campaigns for year ending 30 June 2026		Number of Road Safety Awareness Campaigns conducted within the 2025/26 financial year		4	1	Report & Attendance Register	1	Report & Attendance Register	1	Report & Attendance Register	1	Report & Attendance Register	COMMUNITY SERVICES AND PUBLIC SAFETY OFFICE			

CROSS CUTTING ISSUES (SPATIAL PLANNING)

MPTSS 5	Reviewing and Adopting the Spatial Development Framework for the year ending 30 June 2026	1	Review and adopt the Spatial Development Framework (SDF) by Council		Reviewed eMahlangueni Spatial Development Framework	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	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPTSS 5.1	Reviewing and adopting the Spatial Development Plan (SDP) for the year ending 30 June 2026	1	Review and adopt the Spatial Development Plan (SDP) by Council		Reviewed eMahlangueni Spatial Development Plan	N/A	N/A	Submission of the Draft Spatial Development Plan to Council for adoption	Council Resolution	Submission of the Spatial Development Plan to Council for adoption	Council Resolution and Copy of the SDP	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
LOCAL ECONOMIC DEVELOPMENT															

MPT S 6	Reviewing and adoption of the Local Economic Development (LED) Strategy for the year ending 30 June 2026	1	Review and adopt the Local Economic Development Strategy by Council for the 2025/26 financial year	Reviewed and adopted LED Strategy	N/A		N/A		Submission of the LED Strategy to Council for adoption	Council Resolution	Submission of the LED Strategy to Council for adoption	Copy LED Strategy & Council Resolution	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPT S 6.1	120 Job opportunities created under Extended Public Works Programme (EPWP) in year ending 30 June 2026	120	Number of Job opportunities created under EPWP within the 2025/26 financial year	120	120	Signed EPWP Contracts & ID Copies	120	Close-out report	N/A	N/A		MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE				

MPTS 6.2	14 Job opportunities created under Extended Public Works Programme (EPWP)	New Indicator	Number of Job opportunities created under EPWP within the 2025/26 financial year		14	N/A		N/A		14	Signed EPWP Contracts & ID Copies	N/A		MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPTS 6.3	Provide 4 Capacity Building Interventions for Entrepreneurs and SMME's for year ending 30 June 2026	4	Number of Capacity Building Interventions for Local Entrepreneurs and SMME's provided within the 2025/26 financial year		4	1	Training Report & Attendance Register	1	Training Report & Attendance Register	1	Training Report & Attendance Register	1	Training Report & Attendance Register	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			

MPT S 6.4	issuing of Informal Trading Permits for the year ending 30 June 2026	New Indicator	Number of Informal Trading Permits issued within the 2025/2026 financial year.		30 Informal Trading Permits	N/A	N/A	Issue 30 Informal Trading Permits	Copy of Informal Trading Permits	N/A	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			
MPT S 6.5	Issuing of Business Licenses for the year ending 30 June 2026	New Indicator	Number of Business Licenses issued within the 2025/2026 financial year		20 Business Licenses	N/A	N/A	Issue 20 Business Licenses	Copy of Business License	N/A	MUNICIPAL PLANNING AND TECHNICAL SERVICES OFFICE			

MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

CS 1	Reviewing and adoption of the organisational structure	1	Adoption to Council the reviewed eMadlangeni Municipality Organogram		Reviewed Municipal Organogram	N/A	N/A	Submit Reviewed Draft Organogram to Council	Council Resolution	Submit Reviewed Organogram to Council	Council Resolution	CORPORATE SERVICES OFFICE			
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CS 1.1	Review & Adoption of Municipal Policies for the year ending 30 June 2026	4	Number of Developed or Adopted & Reviewed Policies within the 2025/26 financial year	5	N/A	N/A	N/A	5 Policies Reviewed & Submitted to Council for Adoption	Council Resolutions & Copies of Signed Municipal Policies	CORPORATE SERVICES OFFICE			
CS 1.2	Review & Adoption of the Human Resource Strategy for the year ending 30 June 2026	New Indicator	Submission to Council the reviewed eMadlangeni Human Resource Strategy	Reviewed Human Resource Strategy	N/A	N/A	N/A	Submitted reviewed Human Resource Strategy to Council	Council Resolutions & Copy of Signed Human Resource Strategy	CORPORATE SERVICES OFFICE			
CS 1.3	Submitting the eMadlangeni Workplace Skills Plan to LGSETA for	1	Submission of the Workplace Skills Plan to LGSETA within the 2025/26 financial year	Submission of Workplace Skills Plan to LGSETA	N/A	N/A	N/A	Workplace Skills Plan submission	Acknowledgement letter from LGSETA	CORPORATE SERVICES OFFICE			

	the year ending 30 June 2026													
CS 1.4	Submitting the eMadlangeni Employment Equity Plan (EEP) Report to the Department of Labour for the year ending 30 June 2026	1	Date of submitting the Employment Equity Plan Report to the Department of Labour within the 2025/26 financial year	Submission of the Employment Equity Plan Report to the Department of Labour	N/A	N/A	EEP Report submission	Acknowledgement letter from the Department of Labour	N/A	CORPORATE SERVICES OFFICE				

CS 2	Enhancing employee wellbeing and building a healthy work environment for the year ending 30 June 2026	1	Number of Employee Wellness Campaigns held within the 2025/26 financial year		1 Employee Wellness Campaign	N/A		1 Employee Wellness Campaign conducted	Attendance Register	N/A		N/A		CORPORATE SERVICES OFFICE			
	Training of staff on newly adopted or revised policies		Number of policy training workshops conducted		Conduct 1 Policy Training Workshop	N/A		N/A		N/A		Conduct Policy Training Workshop for Staff	Presentation Slides & Attendance Register	CORPORATE SERVICES OFFICE			
	Attending of the Corporate Services & Budget & Treasury Office	10	Number of Portfolio Committee Meetings held within the 2025/26 financial year	10	3	Notice of Meeting & Attendance Register	2	Notice of Meeting & Attendance Register	2	Notice of Meeting & Attendance Register	3	Notice of Meeting & Attendance Register	CORPORATE SERVICES OFFICE				

	olio Com mitte e Meeti ngs for year endin g 30 June 2026																
CS 3.1	Atten dance of the Mana geme nt Com mitte e Meeti ngs (MAN CO or Exten ded MAN CO) for year endin g 30 June 2026	12	Number of MANCO or Extended MANCO meetings attended within the 2025/26 financial year		4	1	Notice of Meeting & Attenda nce Register	1	Notice of Meeting & Attenda nce Register	1	Notice of Meeting & Attenda nce Register	1	Notice of Meeting & Attenda nce Register	COR POR ATE SER VICE S OFFI CE			
CS 3.2	Conv ening of the Local Labou r Foru m (LLF) for	4	Number of LLF meetings conducted within the 2025/26 financial year		4	1	Notice of Meeting & Attenda nce Register	1	Notice of Meeting , Minutes & Attenda nce Register	1	Notice of Meeting , Minutes & Attenda nce Register	1	Notice of Meeting , Minutes & Attenda nce Register	COR POR ATE SER VICE S OFFI CE			

	the year ending 30 June 2026																
CS 4	Convening of Information & Communications Technology (ICT) Steering Committee Meeting for year ending 30 June 2026	4	Number of ICT Steering Committee Meetings conducted for the 2025/26 financial year		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	CORPORATE SERVICES OFFICE			
CS 4.1	Attendance of the IDP & Budget Steering Committee meetings for	New Indicator	Number of IDP & Budget Steering Committee meetings attended within the 2025/26 financial year		4	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	CORPORATE SERVICES OFFICE			

	year ending 30 June 2026																	
GOOD GOVERNANCE & PUBLIC PARTICIPATION (PUTTING PEOPLE FIRST)																		
MPT 58	Attendance of the Audit Committee Meetings for the year ending 30 June 2026	4	Number of Audit Committee meetings attended within the 2025/26 financial year		4	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	MUNICIPALITY PLANNING AND TECHNICAL SERVICES OFFICE				
CS 5	Attending of the Executive Committee (EXCO) meetings for the year ending 30 June 2026	4	Number of EXCO meetings attended within the 2025/26 financial year		4	1	Attendance Register	1	Attendance Register	1	Attendance Register	1	Attendance Register	CORPORATE SERVICES OFFICE				

	June 2026																
CS 5.1	Attending of Council meetings for the year ending 30 June 2026	4	Number of Council meetings attended within the 2025/26 financial year		4	1	Attendance Register	1	Attendance Register	1	Attendance Register	1	Attendance Register	CORPORATE SERVICES OFFICE			
CS 5.2	Attending of the Risk Management Committee Meetings for the year ending 30 June 2026	4	Number of Risk Management Committee meetings attended within the 2025/26 financial year		4	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	CORPORATE SERVICES OFFICE			

CS 6	Conducting Public meetings for all six wards for the year ending 30 June 2026	24	Number of Public Meetings conducted within the 2025/26 financial year		24	6 (1 meeting per ward)	Minutes & Attendance register	6 (1 meeting per ward)	Minutes & Attendance register	6 (1 meeting per ward)	Minutes & Attendance register	6 (1 meeting per ward)	Minutes & Attendance register	CORPORATE SERVICES OFFICE			
CS 6.1	Conducting one consolidated imbiz o meeting among all 6 municipal wards where the Mayor provides the community with the budget and	1	Number of Izimbizo meetings conducted within the 2025/26 financial year		1 imbiz o meeting	N/A	N/A	N/A	1 imbiz o meeting	Attendance Register	CORPORATE SERVICES OFFICE						

	service delivery report during the year ending 30 June 2026																
CS 6.2	Conduct monthly Ward Committee members meetings for the year ending 30 June 2026	72	Number of monthly Ward Committee meetings conducted during the 2025/26 financial year	72	18	Minutes & Register	18	Minutes & Register	18	Minutes & Register	18	Minutes & Register	CORPORATE SERVICES OFFICE				

CS 7	Publishing of the Municipal Newsletters in the year ending 30 June 2026	4	Number of Municipal Newsletters Published within the 2025/26 financial year	80 000	1	1	Copy of the newsletter	N/A		N/A		N/A		CORPORATE SERVICES OFFICE			
CS 7.1	Conduct Radio Interviews by the Executive Mayor of the Municipality in the year ending 30 June 2026	4	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	CORPORATE SERVICES OFFICE			
CS 7.2	Procurement of Municipal Calendars & Diaries in the	100 calendars & 20 diaries	Number of Municipal calendars & Diaries procured within the 2025/26 financial year		100 calendars & 20 diaries	N/A		N/A		100 calendars & 20 diaries	Invoice	N/A		CORPORATE SERVICES OFFICE			

	year ending June 2027																
BT O 7	Prepare & Submit the Annual Financial Statements (AFS) to the Audit or- General (AG) by 31 August 2025	2023 /2024 AFS	Submission of the Annual Financial Statements (AFS) to the AG		Submit AFS to the Audit or- General by 31 August 2025	Finalise & Submit AFS	Proof of Submission & Signed Copy of Annual Financial Statement	N/A		N/A		N/A					BUDGET AND TREASURY OFFICE
O M M 2.4	Convening of the Municipal Public Accounts Committee (MPAC) meetings	4	Number of MPAC meetings held within the 2025/26 financial year		4	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register	1	Notice of Meeting & Attendance Register				Office of the municipal Manager

	for the year ending 30 June 2026																
OMM 2.5	Coordination of IDP Representative Forum meetings in the year ending 30 June 2026	2	Number of functional IDP Representative Forum meetings convened		2	N/A		1 IDP Representative Forum	Meeting invitation; Minutes & Attendance Register	1 IDP Representative Forum	Meeting invitation; Minutes & Attendance Register	N/A		Office of the municipal Manager			
OMM 2.6	Review and Adoption of the Integrated Development Plan and submit to CoGTA for the year	2025/2026 Integrated Development Plan	Adoption of the 2026/2027 Reviewed Integrated Development Plan		Reviewed Integrated Development Plan	Development & adoption of the 2026/27 IDP, PMS & Budget Process Plan	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	Office of the municipal Manager			

	ending 30 June 2026														
O M M 2.7	Preparation and Submission of the Service Delivery & Budget Implementation Plan (SDBIP) to the Mayor for the year ending 30 June 2026	2025/26 SDBIP	Submission of the 2026/2027 Service Delivery & Budget Implementation Plan	Submission of the SDBIP to the Mayor	N/A	N/A	Submission of the Draft SDBIP	Acknowledgement letter signed by the Mayor	Approval of the Final SDBIP by the Mayor	Acknowledgement Letter signed by the Mayor	Office of the municipal Manager				

O M M 2.8	Prepare the 2024/2025 Annual Performance Report & Submit to the Auditor-General	2023/2024 Annual Performance Report	Adoption of the 2024/2025 Annual Performance Report & Submission to the Auditor General		Annual Performance Report submitted Auditor-General by 31 August 2025	Submission of the 2024/2025 Annual Performance Report	Extract for Annual Performance Report & Proof of Submission	N/A	N/A	N/A	Office of the municipal Manager			
O M M 2.9	Review & Adoption the Performance Management System (PMS) for the year ending 30 June 2026	1	Adoption of the Performance Management System Policy by Council		Reviewed PMS Policy	N/A	N/A	N/A	Submit the PMS Policy to Council for adoption	Council Resolution & Extract of the Policy	Office of the municipal Manager			

O M M 2.1 0	Effective Management and Implementation of the municipal Performance Management System for year ending 30 June 2026	Signed Section 54&56 Performance Agreements & Performance Evaluations	Managing Performance Management Systems in terms of Chapter 6 MSA within the 2025/26 financial year		Compliance with PMS Policy, including evaluations and reporting	Sign Performance Agreements; Submit to CoGT A & Publish the Performance Agreements	Copy of signed Performance Agreements; Proof of Submission & Advert	Submit Quarter 1 Performance Report to Council & Conduct 2024/2025 Annual Assessments for Section 54A/56 Managers	Council Resolution & Annual Assessments Records	Submit Quarter 2 Performance Report to Council & Conduct 2025/2026 Mid-Year Assessments for Section 54A/56 Managers	Council Resolution & Mid-Year Assessments Records	Submit Quarter 3 Performance Reports to Council	Council Resolution	Office of the municipal Manager			
O M M 2.1 1	Compilation, tabling, and adoption of the 2024/2025 Annual Report in terms of Section 121 of the	2023/2024 Annual Report	Adoption of the 2024/2025 Annual Report by Council		Adoption of Annual Report by 31 March 2026	N/A	N/A	N/A	Submit the 2024/25 Draft Annual Report to Council	Council Resolution	Submission of the Oversight Report for the 2024/2025 Annual Report to MPAC	Extract of the Oversight Report, MPAC minutes, & Council Resolution	Office of the municipal Manager				

	MFM A																
O M M 3	Prepare & Generate 12 Internal Audit Reports in the year ending 30 June 2026	12	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	3	Extracts of Reports	Office of the municipal Manager			
O M M 3.1	Submission of Audit Committee Reports to Council for adoption for year ending 30 June 2026	4	Number of Audit Committee Reports submitted to Council		4	Reports submitted to Council	Submit Audit Committee Report	Submit Audit Committee Report	Council Resolution	Submit Audit Committee Report	Council Resolution	Submit Audit Committee Report	Council Resolution	Office of the municipal Manager			

O M M 3.2	Review & Approval of the Internal Audit Charter by the Audit Committee for the year ending in 30 June 2026	1	Approval of the Internal Audit Charter by the Audit Committee		Reviewed Internal Audit Charter	Submit the Internal Audit Charter to the Audit Committee for approval	Audit Committee Resolution on Approved Charter	N/A	N/A	N/A	Office of the municipal Manager			
O M M 3.3	Development and approval of the Internal Audit Annual Plan for the year ending 30 June 2026	1	Approval of the Internal Audit Annual Plan by the Audit Committee		Developed Internal Audit Annual Plan	Develop an Internal Audit Annual Plan & Submit to the Audit Committee	Audit Committee Resolution & Copy of the Approved Internal Audit Annual Plan	N/A	N/A	N/A	Office of the municipal Manager			

O M M 4	Conduct and Finalise the Annual Strategic & Operational Risk Assessment	New Indicator	Number of Annual Strategic & Operational Risk Assessments conducted		Annual Strategic & Operational Risk Assessments conducted	1 Annual Strategic & Operational Risk Assessment	Updated Strategic & Operational Risk Registers & Attendance Register	N/A		N/A		N/A		Office of the municipal Manager				
O M M 4.1	Conduct and Finalise the Annual Fraud & Corruption Risk Assessment	1	Number of Annual Fraud & Corruption Risk Assessments conducted		Annual Fraud & Corruption Risk Assessments conducted	N/A		N/A		N/A		1 Annual Fraud & Corruption Risk Assessment	Updated Fraud Risk Registers & Attendance Register	Office of the municipal Manager				
O M M 4.2	Review & Update the Strategic & Operational Risk Registers for year ending	4	Number of Quarterly updated Risk Registers with Departmental Inputs		Risk Registers updated quarterly	Review & Update Quarter 4 (2024/2025) Risk Register	Updated Risk Register	Review & Update Quarter 1 Risk Register	Updated Risk Register	Review & Update Quarter 2 Risk Register	Updated Risk Register	Review & Update Quarter 3 Risk Register	Updated Risk Register	Office of the municipal Manager				

	g 30 June 2026														
O M M 4.3	Reviewal & Approval Risk Management Strategy by Council for year ending 30 June 2026	Risk Management Strategy	Adoption of the Risk Management Strategy by Council		Reviewed Risk Management Strategy	N/A	N/A	N/A	Submission of the Risk Management Strategy to Council for adoption	Council Resolution	Office of the municipal Manager				
O M M 4.4	Reviewal & Approval of Risk Implementation Plan by the Risk Management Committee for year	New Indicator	Approval of the Risk Implementation Plan by the Risk Management Committee		Reviewed Risk Implementation Plan	N/A	N/A	N/A	Submission of the Risk Management Strategy & Risk Implementation Plan to Council for adoption	Risk Management Committee Minutes	Office of the municipal Manager				

	ending 30 June 2026														
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT															
BT O 1	Submission of the 2026/2027 Annual Budget in accordance with the MFM A and budget process plan	2025/2026 Budget	Adoption of the Draft & Final Annual Budget by Council and Submission to the Provincial Treasury		Final Budget approved by 31 May 2026	N/A	N/A	Compile the Draft Annual Budget, & Table the Budget to Council.	Council Resolution	Final Budgets prepared and adopted by Council and submitted to Provincial Treasury	Council Resolution & Proof of Submission to Provincial Treasury	BUDGET AND TREASURY OFFICE			
BT O 1.2	Preparation and Submission of the Adjustment Budget for the	2024/2025 Adjustment Budget	Adoption of the 2025/2026 Adjustment Budget by Council		Adjustment Budget submitted & approved by Council	N/A	N/A	Submit the Adjustment Budget to Council for	Council Resolution & Proof of Submission to Provincial Treasury	N/A		BUDGET AND TREASURY OFFICE			

	year ending 30 June 2026				adoption												
BT O 2	Reconciliation of Municipal Investment Accounts for year ending 30 June 2026	12 Monthly Investments Reconciliations	Number of Monthly Investments Reconciliation within the 2025/26 financial year		12 Monthly Investment Reconciliations	Monthly Investment Reconciliations completed for July, August & September	Signed Monthly Investment Reconciliations Report	Monthly Investment Reconciliations completed for October, November & December	Signed Monthly Investment Reconciliations Report	Monthly Investment Reconciliations completed for January, February & March	Signed Monthly Investment Reconciliations Report	Monthly Investment Reconciliations completed for April, May & June	Signed Monthly Investment Reconciliations Report	BUDGET AND TREASURY OFFICE			
BT O 2.1	Reconciliation of all Conditional Grant Receipts, Expenditure & Balances for the year ending	12 Grant Reconciliations	Number of Monthly Grant Reconciliation within the 2025/26 financial year		12 Monthly Grant Reconciliations	Monthly Grant Reconciliations completed for July, August & September	Signed Monthly Grant Reconciliations Report	Monthly Grant Reconciliations completed for October, November & December	Signed Monthly Grant Reconciliations Report	Monthly Grant Reconciliations completed for January, February & March	Signed Monthly Grant Reconciliations Report	Monthly Grant Reconciliations completed for April, May & June	Signed Monthly Grant Reconciliations Report	BUDGET AND TREASURY OFFICE			

	g 30 June 2026																
BT O 2.2	Reconciliation of Creditor Accounts to ensure accuracy, prevent duplicate and maintain compliance with MFM A	12 Creditor's Reconciliations	Number of Monthly Creditor's Reconciliation within the 2025/26 financial year		12 Monthly Creditor's Reconciliations	Monthly Creditor's Reconciliations completed for July, August & September	Signed Monthly Creditor Reconciliation Report	Monthly Creditor's Reconciliations completed for October, November & December	Signed Monthly Creditor Reconciliation Report	Monthly Creditor's Reconciliations completed for January, February & March	Signed Monthly Creditor Reconciliation Report	Monthly Creditor's Reconciliations completed for April, May & June	Signed Monthly Creditor Reconciliation Report	BUDGET AND TREASURY OFFICE			
BT O 2.3	Preparing 12 Valuation Roll Reconciliations for the year	12 Valuation Roll Reconciliations	Number of Monthly Valuation Roll Reconciliations prepared within the 2025/26 financial year		12 Valuation Roll Reconciliations	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	BUDGET AND TREASURY OFFICE			

	ending 30 June 2026																
BT O 2.4	Preparing Monthly Reconciliation of the Debtors Ledger with the General Ledger to ensure accuracy of revenue reporting and debt management	12 Debtors Reconciliations	Number of Monthly Debtors Reconciliations prepared within the 2025/26 financial year		12 Monthly Debt or Reconciliations	Monthly Debt or Reconciliations completed for July, August & September	Signed Monthly Debtor Reconciliation Report	Monthly Debt or Reconciliations completed for October, November & December	Signed Monthly Debtor Reconciliation Report	Monthly Debt or Reconciliations completed for January, February & March	Signed Monthly Debtor Reconciliation Report	Monthly Debtor Reconciliations completed for April, May & June	Signed Monthly Debtor Reconciliation Report	BUDGET AND TREASURY OFFICE			

BT O 2.5	Prepare 12 Asset Reconciliations for the year ending in 30 June 2026	12 Asset Reconciliations	Number of Monthly Assets Reconciliation compiled within the 2025/26 financial year		12 Asset Reconciliations	Monthly Asset Reconciliations completed for July, August & September	Signed Monthly Asset Reconciliation Report	Monthly Asset Reconciliations completed for October, November & December	Signed Monthly Asset Reconciliation Report	Monthly Asset Reconciliations completed for January, February & March	Signed Monthly Asset Reconciliation Report	Monthly Asset Reconciliations completed for April, May & June	Signed Monthly Asset Reconciliation Report	BUDGET AND TREASURY OFFICE			
BT O 2.6	Preparation of Monthly Bank Reconciliations completed for all Municipal Bank Accounts	12 Bank Reconciliations	Number of Monthly Bank Reconciliations prepared within the 2025/26 financial year		12 Bank Reconciliations	Monthly Bank Reconciliations completed for July, August & September	Signed Monthly Bank Reconciliation Report	Monthly Bank Reconciliations completed for October, November & December	Signed Monthly Bank Reconciliation Report	Monthly Bank Reconciliations completed for January, February & March	Signed Monthly Bank Reconciliation Report	Monthly Bank Reconciliations completed for April, May & June	Signed Monthly Bank Reconciliation Report	BUDGET AND TREASURY OFFICE			
BT O 3	Compilation of Monthly & Quarterly Supply Chain Management	12 Monthly Reports & 4 Quarterly Reports	Number of Monthly and Quarterly Supply Chain Processes reports prepared within the 2025/26 financial year		12 Monthly SCM Reports & 4 Quarterly SCM Reports	Compile SCM Reports for July, August & September	Copies of Monthly & Quarterly SCM Reports	Compile SCM Reports for October, November & December	Copies of Monthly & Quarterly SCM Reports	Compile SCM Reports for January, February & March	Copies of Monthly & Quarterly SCM Reports	Compile SCM Reports for April, May & June	Copies of Monthly & Quarterly SCM Reports	BUDGET AND TREASURY OFFICE			

	(SCM) Reports													
BT O 3.1	Development & Consolidation of the Annual & Departmental Procurement Plans submitted to the Accounting Officer for approval	1	Approval of the Annual Procurement Plan		Final Consolidated Annual Procurement Plan	N/A	N/A	N/A	Submit Annual Procurement Plan to the Accounting Officer	Proof of Submission and Copy of Signed Procurement Plan	BUDGET AND TREASURY OFFICE			

BT O 3.2	Maintaining & Updating the Contract Register to ensure compliance with MFM A Section 116 and SCM Regulations	4 Quarterly Updated Contract Registers	Number of Updated Contract Registers within the 2025/26 financial year		4 Quarterly Updated Contract Registers	Register updated for all Quarter 1 contracts & renewals	Signed copy of Updated Contract Registers	Register updated for all Quarter 2 contracts & renewals	Signed copy of Updated Contract Registers	Register updated for all Quarter 3 contracts & renewals	Signed copy of Updated Contract Registers	Register updated for all Quarter 4 contracts & renewals	Signed copy of Updated Contract Registers	BUDGET AND TREASURY OFFICE			
BT O 4	Monthly Reconciliation & Submission of VAT201 Returns to the South African Revenue Service (SARS)	12 Monthly VAT Returns	Number of VAT returns submitted to SARS within the 2025/26 financial year		12 Monthly VAT Returns	VAT201 Returns Submitted	VAT 201 Statements	VAT201 Returns Submitted	VAT 201 Statements	VAT201 Returns Submitted	VAT 201 Statements	VAT201 Returns Submitted	VAT 201 Statements	BUDGET AND TREASURY OFFICE			

BT O 5	Submission of Monthly Section 71 Financial Reports to the Mayor & Provincial Treasury	12 Monthly Section 71 Reports	Number of Monthly Section 71 Reports submitted within the 2025/26 financial year		12 Monthly Section 71 Reports	Submit Section 71 Report for July-September	Proof of Submission & Copies of Monthly Section 71 Reports	Submit Section 71 Report for October-December	Proof of Submission & Copies of Monthly Section 71 Reports	Submit Section 71 Report for January-March	Proof of Submission & Copies of Monthly Section 71 Reports	Submit Section 71 Report for April-June	Proof of Submission & Copies of Monthly Section 71 Reports	BUDGET AND TREASURY OFFICE			
BT O 5.1	Prepare and Submit the Mid-year Budget & Performance Assessment Report in terms Section 72 of the MFM A	Section 72 Report submitted	Adoption of the Section 72 Report by Council		Section 72 Report submitted to Council by 25 January 2026	N/A	N/A	N/A	N/A	Submit Section 72 Report to Council for adoption	Extract of the Section 72 Report & Council Resolution	N/A	N/A	BUDGET AND TREASURY OFFICE			

BT O 5.2	Preparation & Submission of the Section 52(d) Quarterly Reports to Council for year ending 30 June 2026	4 Quarterly Section 52(d) Reports	Number of Section 52(d) Reports submitted to Council		4 Quarterly Section 52(d) Reports submitted to Council	Submit Q1 Section 52(d) Report	Council Resolution	Submit Q2 Section 52(d) Report	Council Resolution	Submit Q3 Section 52(d) Report	Council Resolution	Submit Q4 Section 52(d) Report	Council Resolution	BUDGET AND TREASURY OFFICE			
O M M 5.1	Facilitation and finalization of lease agreements for municipal properties to ensure lawful occupation, revenue generation and prope	18 Lease Agreements	Number of Lease Agreements for Municipal Properties (Rental Houses) signed by the Municipal Manager		18 Lease Agreements signed	Signed Lease Agreements	Copy of Signed Lease Agreements	N/A	N/A	N/A	N/A	N/A	N/A	Office of the municipal Manager			

	r asset mana geme nt.																
CS PS 6	Sub mission of Quart erly Expen diture Repor ts, duly signe d by the Accou nting Office r, to the Depar tmen t of Sport s, Arts & Cultu re withi n ten days after the	New Indic ator	Date of submission of the signed quarterly expenditure reports to the Department of Sports, Art & Culture		Four quart erly expen ditu re repor ts subm itted on time	1 signe d repo rt sub mitte d	Signed expendi ture report & Proof of submiss ion/sub mission receipt	1 signe d repo rt sub mitte d	Signed expendi ture report & Proof of submiss ion/sub mission receipt	1 signe d repo rt sub mitte d	Signed expendi ture report & Proof of submiss ion/sub mission receipt	1 signe d repo rt subm itted	Signed expendi ture report & Proof of submiss ion/sub mission receipt	Com mun ity Serv ices and Publ ic Safe ty offic e			

	end of each quarter for the year ending 30 June 2026																	
CROSS CUTTING ISSUES (DISASTER MANAGEMENT)																		
CS PS 1	Convening of Disaster Management Advisory Forum Meetings for the year ending 30 June 2026	4	Number of Disaster Management Advisory Forum Meetings conducted within the 2025/26 financial year	6 000	4	1	Notice, Agenda, Minutes & Attendance Register	1	Notice, Agenda, Minutes & Attendance Register	1	Notice, Agenda, Minutes & Attendance Register	1	Notice, Agenda, Minutes & Attendance Register	Community Services and Public Safety office				

CS PS 1.2	Reviewing and Adopting the Contingency Plans for the year ending 30 June 2026	2	Adoption of the Summer & Winter Contingency Plan within the 2025/26 financial year		Winter & Summer Contingency Plan	Submission of Summer Season Plan to Council	Copy of Summer Plan and Council Resolution	N/A		Submission of Winter Season Plan to Council	Copy of Winter Plan and Council Resolution	N/A		Community Services and Public Safety office			
CS PS 1.3	Conducting Disaster Management Trainings & Awareness Campaigns for year ending in 30 June 2026	8	Number of Disaster Management Trainings & Awareness Campaigns	20 000	20	6	Report & Attendance Registers	4	Report & Attendance Registers	4	Report & Attendance Registers	6	Report & Attendance Registers	Community Services and Public Safety office			

CS PS 1.4	Reviewing & Adopting the Disaster Management Sector Plan in the year ending in 30 June 2026	1	Adoption of the Reviewed Disaster Management Sector Plan within the 2025/26 financial year	Reviewed Disaster Management Sector Plan	N/A	N/A	Submission of the Draft Disaster Management Sector Plan to Council	Disaster Management Sector Plan & Council Resolution	Submission of Disaster Management Sector Plan to Council	Disaster Management Sector Plan & Council Resolution	Community Services and Public Safety office				
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H. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEMS

H.1 PERFORMANCE MANAGEMENT POLICY STATEMENT

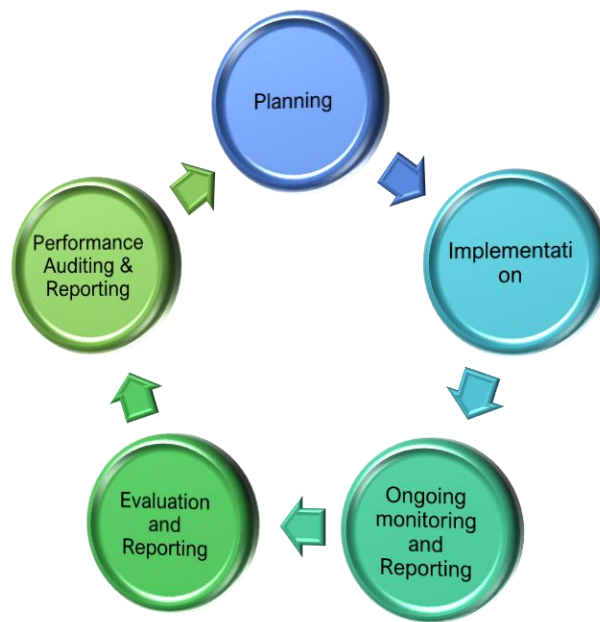
The Performance Management System Policy and Procedure Manual that the municipality's strategic objectives, as outlined in the Integrated Development Plan (IDP) and budget, are translated into measurable performance targets and that performance is regularly assessed. The reviewed PMS Policy was adopted by Council on **28 May 2026**. 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 Managers reporting directly to the Municipal Manager
1] Mayor 2] Chairperson of the Audit committee 3] Elected performance management member from the Council 4] Mayor (and/or Municipal Manager) from another municipality. <i>(for mid-term and final year reviews)</i> 5] Member of a ward committee as nominated by the Mayor or Speaker.	1] Municipal Manager 2] Member for Audit committee <i>(for mid-term and final year reviews)</i> 3] Elected performance management members from Council 4] 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 Supervisor 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 **2026/27** 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.

The Circular88 Template is compiled and updated on quarterly basis, The IDP/PMS Unit collects information from all the municipal departments and consolidates it for submission to COGTA using an updated template as provided by the department.

The Municipality also completes a Municipal Performance Management System Assessment Tool which seeks to get the idea or feedback on the how the municipality is performing on quarterly basis, with the inclusion of Portfolio of Evidence (POE), and is submitted to COGTA.

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
Waaihoek 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			<p>equipment; We have acquired R2 000 000,00 for the project.</p> <p>b) Resealing of the Airport runway; We has acquired R3 000 000,00 for the first phase of the project</p>
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		<ol style="list-style-type: none"> 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	JOBS	PROGRESS MAY 2025
Wyhoek Wind Farm	R0	eMadlangeni LM Amajuba DM EDTEA, NERSA, ESKOM	Ward 6	TBC	This is a Public Private Partnership. The SPLUMA and EIA processes concluded. Public facilitation is currently underway. Construction date still to be confirmed
Skills Audit	R0	Amajuba DM EDTEA	N/A	N/A	Skills audits are typically conducted in communities to ascertain the level of skills available. Such audits help identify gaps in required competencies, after which appropriate capacity-building interventions can be designed. This will facilitate targeted training programmes that will proactively develop capacity in key sectors identified. No progress has been made against this project to date.
Developer Contribution Policy Coupled with Investment Framework	R0	Amajuba DM Newcastle LM EDTEA COGRA	Newcastle eMadlangeni	N/A	NEWCASTLE Municipality has been in discussions with DBSA to fund such a project. Business Retention Policy has been developed. EMADLANGENI Emadlangeni has developed and adopted an eMadlangeni investment Directory

Red Tape Reduction	R0	Newcastle LM EDTEA, COGTA	Newcastle	TBD	<p>a) Amajuba District has appointed Skhunyatana Consulting to undertake a feasibility study for the establishment of a district development agency.</p> <p>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.</p> <p>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.</p>
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PROJECT - DESCRIPTION	BUDGET - FUNDED	KEY STAKEHOLDERS	WARDS	JOB	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	JOBS	PROGRESS MAY 2025
SERVICES					
Groenvlei Agri-village	R150 000.00 For Basic Assessment by eMadlangeni (Complete)	OTP, DARD, COGTA, EDTEA, Amajuba DM, eMadlangeni LM	Ward 5	TBC	TBC
Medical City	R250 million	Newcastle LM DOH Private Sector	Newcastle Ward 34	TBC	<p>The project is aimed at diversification of medical services within Newcastle. The current status;</p> <p>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.</p> <p>The Municipality is currently disposing land for development of up-market offices in the Medical City and the Equarand Precinct.</p>

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> Municipality has acquired land Awaiting for Bulks Confirmation from the Municipality
2	Ingogo	1000	1	ISU	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Municipality is in a process of purchasing this farm Settlement is fast growing
5	Ncandu Extention	391		Serviced Sites	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Registration of title deeds. 	R54 000,00
2.	DANNHAUSER	Dannhauser - Phase 1	Urban	1000	<ul style="list-style-type: none"> Construction of Top Structure underway 35 Units Completed 	R23 235 000,00
3.		Philip	Rural	1800	<ul style="list-style-type: none"> Construction of Top Structure underway 300 Units Completed 	R17 255 000,00
4.		Mafahlwane and Nkanini	Rural	1800	<ul style="list-style-type: none"> Construction of Top Structure underway 242 Units Completed 	R18 000 000,00
5.		Buhlebomzinyathi Rural HP	Rural	2500	<ul style="list-style-type: none"> Construction of Top Structure underway 1000 Units Completed 	R18 270 000,00
6.		JBC Phase 1	Urban	2518	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Construction of Top Structure underway 300 Units Completed 	R650 000,00
8.		Fairleigh /siyahlala-la	Urban	1205	<ul style="list-style-type: none"> Construction of Top Structure underway 956 Units Completed 	R8 578 200,00
9.		Khathide Phase 2	Rural	220	<ul style="list-style-type: none"> Construction of Top Structure underway 214 units completed 	R200 000,00
10.		Emawozeni- Phase 1	Rectification - Urban	55	<ul style="list-style-type: none"> Construction of Top Structure underway 0 Units Completed 	R13 500,00
11.		Strijbank - Phase 1	Urban	247	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Construction of Top Structure underway 113 Units Completed 	R7 586 000,00
13.		Removal of Asbestos	Urban	700	<ul style="list-style-type: none"> 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					
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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	Mybukolo 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 sessions with the supplier of the VIP structure to assist the contractors with the procurement of the units

													<p>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%.</p>		
3	Bulk Water Supply Goedeh	R17 323 270	R9 692 871	R7 630 399	56%	R59 276 694	Ward 2 eMadlangeni	Sivest Engineers	Udah Construction	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 contract or 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 u Projects JV Makhukhu	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	Marisw e Engineers	Dawail a 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, Sinthembu 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 upgrading	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	Ingero p	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		Barroveldt	Barroveldt	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
3		Utrecht Town	Plein	
		Mazambane	Alex	4
4		Mzinyashane	Mzinyashane	3
		Jerico	Jerico	10
5		Emadlangeni 2	Eziphambanyweni to	6
		Ngodini	Eyipolweni to Ngodini	5.5
6		Waaihoek	Nquth' encane	1
		Mbathani	Nzima	5.5

INEP Projects

INEP PROJECT FOR 2023/24FY POSSIBLE ROLLOVER TO FOR 2024/25FY					
No	Project Name	Ward	Connections	Budget	Reasons for Rollover
1	Dorothea	1	155	R6 000 000.00	<ul style="list-style-type: none"> The total project cost is R16 863 682.84, while the funding received was R6 000 000.00.

					<ul style="list-style-type: none"> 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	<ul style="list-style-type: none">

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	<ul style="list-style-type: none"> 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	<p>due to huge number of bidders received (245 bidders) would force the projects to roll over to 2024/25 financial year.</p> <ul style="list-style-type: none"> 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
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
		Zaihoek	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
Chanceneni	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	<ul style="list-style-type: none"> Council adoption of the proposed functional structure 	Planning	Adoption	Implementation			<ul style="list-style-type: none"> For implementation there is alternatives to achieve the objectives of the structure. E.g. hiring of interns and secondments 	<ul style="list-style-type: none"> Waste Management Officer x 1 Landfill operator x 1 General workers x 10 		R5 000 000
No transfer station	Transfer station	<ul style="list-style-type: none"> Identify land for the transfer station Construction of one 	<ul style="list-style-type: none"> Propose and submit to local land Consult with PMU 					<ul style="list-style-type: none"> Apply for extension for the current landfill site 	<ul style="list-style-type: none"> Existing staff 		R2 000 000

		transfer station									
Lack of recycling facility / waste minimization	<ul style="list-style-type: none"> New buyback centre 	<ul style="list-style-type: none"> 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			<ul style="list-style-type: none"> Private Recyclers 	<ul style="list-style-type: none"> Existing Staff 		R10 000 000
Lack of waste disposal facility	<ul style="list-style-type: none"> New landfill site 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Complete the closure and rehabilitation 				License Expires	Rehab	Rehab				
Lack of collection services to un-serviced areas	<ul style="list-style-type: none"> Extend waste collection services to un-serviced areas 	<ul style="list-style-type: none"> Apply for specialised vehicles On site supervised disposal 	Compactor Truck and tipper truck					<ul style="list-style-type: none"> EPWP,CWP and 60 municipal cleaning and greening participants 22 participants from GGD 	Existing staff	Compactor truck Tipper truck	R 3 000 000
Illegal Dumping hotspots	<ul style="list-style-type: none"> Clear and removal of illegal dumps 	<ul style="list-style-type: none"> Clearing and removal of illegal hotspots in all wards Continuous education 	Ongoing					<ul style="list-style-type: none"> EPWP,CWP and 60 municipal cleaning and greening participants 22 participants from GGD 	Existing staff	Tools of trade	

		<ul style="list-style-type: none"> campaigns Conduct clean up campaigns 						<ul style="list-style-type: none"> Converting hotspots to sustainable projects 			
Waste Diversion	<ul style="list-style-type: none"> Establish a waste composting facility 	<ul style="list-style-type: none"> One composting facility 	Feasibility study		Operation of			<ul style="list-style-type: none"> 	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

