A better life for all

DR NKOSAZANA DLAMINI ZUMA

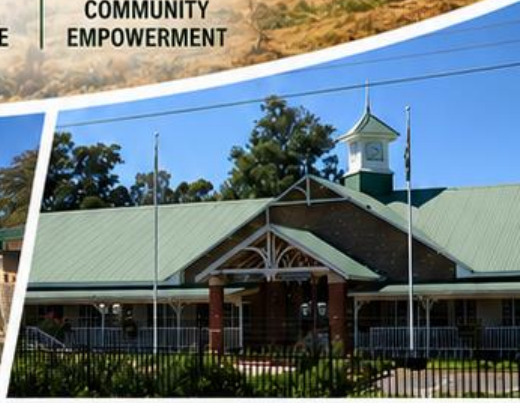
LOCAL MUNICIPALITY

2026/2027 INTEGRATED DEVELOPMENT PLAN

PEOPLE FOCUSED | SUSTAINABLE DEVELOPMENT | ECONOMIC GROWTH | GOOD GOVERNANCE | COMMUNITY EMPOWERMENT











OUR VISION

To be a responsive quality service provider by 2030.

Main Street,
Creighton, 3263

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P.O. Box 62,
Creighton, 3263

Dr Nkosazana Dlamini Zuma News

CORE VALUES

Integrity | Professionalism | Accountability | Efficiency | Compassion | Value-for-money | Transparency

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LIST OF ACRONYMS

ABET- Adult Based Education and Training
APAC- Audit and Performance Audit Committee
BEE - Black Economic Empowerment
BTO - Budget and Treasury Office
CDW - Community Development Worker
CIF - Capital Investment Framework
CIP - Comprehensive Infrastructure Plan
CS - Corporate Services
DAC - Department of Art and Culture
DBSA - Development Bank of South Africa
DCOGTA - Department of Cooperative Governance and Traditional
DEDTEA - Department of Economic Development, Tourism and Environmental Affairs
DME - Department of Minerals and Energy
DHMT- District Health Management Team
DOE - Department of Education
DOHS - Department of Human Settlement
DOT - Department of Transport
DR NDZ LM - Dr Nkosazana Dlamini-Zuma Local Municipality
DSR - Department of Sport and Recreation
ECD- Early Childhood Development
EIA - Environmental Impact Assessment
EMP - Environmental Management Procedure
EMF – Environmental Management Framework
EPWP - Extended Public Works Programme
EXCO - Executive Committee
FBS - Free Basic Services
GE - Gender Equity
GGP - Gross Geographical Product
GIS - Geographical Information System
HIV/AIDS - Human Immune deficiency Virus/Acquired Immune deficiency Syndrome
IDP - Integrated Development Plan

LM - Local Municipality

IPD - Infrastructure, Planning and Development

KPA - Key Performance Area

KPI - Key Performance Indicator

KZN - KwaZulu-Natal

LED - Local Economic Development

LUMS - Land Use Management System

MEC - Member of the Executive Council (Cooperative Governance and Traditional Affairs)

MFMA - Municipal Finance Management Act No. 56 of 2003

MSA - Municipal Systems Act, Act No. 32 of 2000

MIG - Municipal Infrastructure Grant

MMO - Municipal Manager's Office

MTEF - Medium-Term Expenditure Framework

NDP - National Development Plan

NPO- Non- Profit Organization

OPMS - Organizational Performance Management System

PGDS - Provincial Growth and Development Strategy

PHC- Primary Health Care

PICC-Presidential Infrastructure Co-ordinating Commission

PMS - Performance Management System

PMU - Project Management Unit

PSEDS - Provincial Spatial Economic Development Strategy

RRTF - Rural Road Transport Forum

SCM- Supply Chain Management

SDF - Spatial Development Framework

SEA - Strategic Environmental Assessment

SPLUMA - Spatial Planning Land Use Management Act

FOREWORD BY THE MAYOR

It gives me great pleasure to present the 2021–2026 Integrated Development Plan (IDP) Close-Out Report of Dr Nkosazana Dlamini Zuma Local Municipality. I extend my sincere greetings and appreciation to all residents, traditional leaders, business leaders, community organisation's, ward committees, government departments, development partners and stakeholders who have walked this journey with us over the past five years. This report is not only a reflection of the work undertaken by Council and the Administration, but also a celebration of the resilience, commitment and collective efforts of our communities in shaping the future of our municipality.

When we assumed office in 2021, we committed ourselves to building a responsive, developmental and people-centred municipality that places the needs of its citizens at the heart of governance. Despite challenges associated with economic pressures, infrastructure backlogs, climate-related disasters and growing service delivery demands, we remained focused on improving the lives of our people and creating opportunities for sustainable development.

Over the course of this term, significant progress was made in improving service delivery and infrastructure development across our municipal area. Roads, storm-water systems, taxi ranks, bus shelters and rural access roads were upgraded, improving mobility, accessibility and road safety for communities. Electrification projects implemented in partnership with the Department of Mineral Resources and Energy brought electricity to hundreds of households, while environmental and waste management programmes contributed towards cleaner and healthier communities. The Municipality also secured external funding for strategic initiatives, including waste management improvements and solar street lighting projects aimed at enhancing community safety and environmental sustainability.

Economic development remained a key priority throughout the term. Through initiatives such as the Ngcobo Heifer Project, support to emerging farmers, tourism development programmes, SMME support initiatives, entrepreneurship training and investment promotion projects, the Municipality worked tirelessly to create opportunities for economic participation and job creation. The revitalisation of our towns, support to cooperatives and local enterprises, and strengthening of tourism partnerships have laid a solid foundation for future economic growth.

Equally important has been our commitment to strengthening democracy and community participation. Through fully functional Ward Committees, Operation Sukuma Sakhe War Rooms, IDP and Budget Roadshows, public participation programmes and stakeholder engagements, communities were given a meaningful platform to influence development priorities and hold us accountable. These initiatives strengthened transparency, public trust and citizen involvement in governance.

As we conclude this term of office, we do so with a sense of pride in what has been achieved, while remaining mindful of the challenges that still lie ahead. The progress reflected in this report demonstrates the power of collaboration between government and communities. On behalf of Council, I wish to express my sincere gratitude to fellow Councillors, Traditional Leadership, Ward Committees, community structures, organised business, government

departments, municipal officials and every resident who contributed towards the development of our municipality.

Together, we have laid a firm foundation for a more inclusive, prosperous and sustainable future. Let us continue to build on these achievements as we work towards a municipality that leaves no community behind and creates opportunities for generations to come.

MUNICIPAL MANAGER'S FOREWORD

It is my honour and privilege to present the 2021–2026 Integrated Development Plan (IDP) Close-Out Report on behalf of the Administration of Dr Nkosazana Dlamini Zuma Local Municipality. I warmly acknowledge and thank our residents, stakeholders, government partners, traditional leadership institutions, organised labour, business community, civil society organisations, ward committees and all those who contributed towards the implementation of our developmental agenda over the past five years.

This report reflects not only the progress made in implementing the Municipality's strategic objectives but also the dedication, professionalism and resilience of municipal employees who remained committed to serving our communities under often challenging circumstances. It provides an opportunity to account for the implementation of Council's vision and to assess the extent to which planned programmes and projects have contributed towards improved service delivery and organisational performance.

During the 2021–2026 term, the Municipality made significant strides in strengthening institutional capacity, governance systems and compliance with legislative and regulatory frameworks. The organisational structure was reviewed and implemented to improve efficiency and service delivery, while critical vacancies were filled to enhance operational capacity. By the end of the term, the Municipality maintained a workforce of 232 permanent employees, supported by 141 EPWP participants and 49 interns and trainees, creating opportunities for skills development and employment while improving service delivery capacity.

The Municipality continued to strengthen governance through the review and adoption of 34 Human Resource Policies, implementation of an updated Human Resource Strategy, strengthening of risk management systems, internal audit functions and performance management processes. The successful implementation of the Individual Performance Management System (IPMS), workplace skills programmes, MFMP training, anti-corruption awareness initiatives and employee wellness programmes contributed significantly to institutional effectiveness and accountability.

Sound financial and administrative management remained a cornerstone of our operations throughout the term. Continuous improvements were made in financial management, supply chain management, asset management, performance reporting and compliance monitoring. These interventions enhanced organisational credibility, improved operational efficiency and ensured that municipal resources were utilized responsibly in pursuit of service delivery objectives.

The Administration also successfully coordinated the implementation of strategic programmes across infrastructure development, local economic development, environmental management, public participation and community services. Through integrated planning, intergovernmental collaboration and stakeholder partnerships, the Municipality was able to leverage resources, improve programme alignment and maximize developmental impact within our communities.

As we conclude the 2021–2026 term, we do so with gratitude for the support received from Council, employees, organized labour, government institutions, stakeholders and the communities we serve. While acknowledging the progress achieved, we remain aware that the pursuit of excellence in local governance is an ongoing journey. The lessons learnt,

systems strengthened and partnerships established during this term provide a strong platform for future success.

I would like to extend my sincere appreciation to all municipal employees whose dedication and commitment made these achievements possible. Together, we have strengthened the institution, improved service delivery and advanced the developmental aspirations of the people of Dr Nkosazana Dlamini Zuma Local Municipality. May this report serve as both a record of achievement and a foundation upon which future generations will continue to build.

SECTION A – CHAPTER 1: EXECUTIVE SUMMARY

A.1. INTRODUCTION

In South Africa, Integrated Development Planning lays the foundation for efficient development and service delivery at local levels of government. The Integrated Development Plan (IDP) functions as a tool to execute co-operative and integrated development projects in the South African spatial economy. In the IDP process, public participative planning is crucial and is informed by community-based structures that help ensure continuous and inclusive development within municipalities. Accordingly, National, Provincial and Local policies, as well as planning directives and legislation, guide the development of the IDP.

As per the Municipal Systems Act (Act No. 32 of 2000), Dr Nkosazana Dlamini Zuma Local Municipality (LM) is required to undertake an IDP process and formulate an IDP for its jurisdiction. All government institutions are legally obliged to take cognizance of the IDP.

A.2. WHO ARE WE?

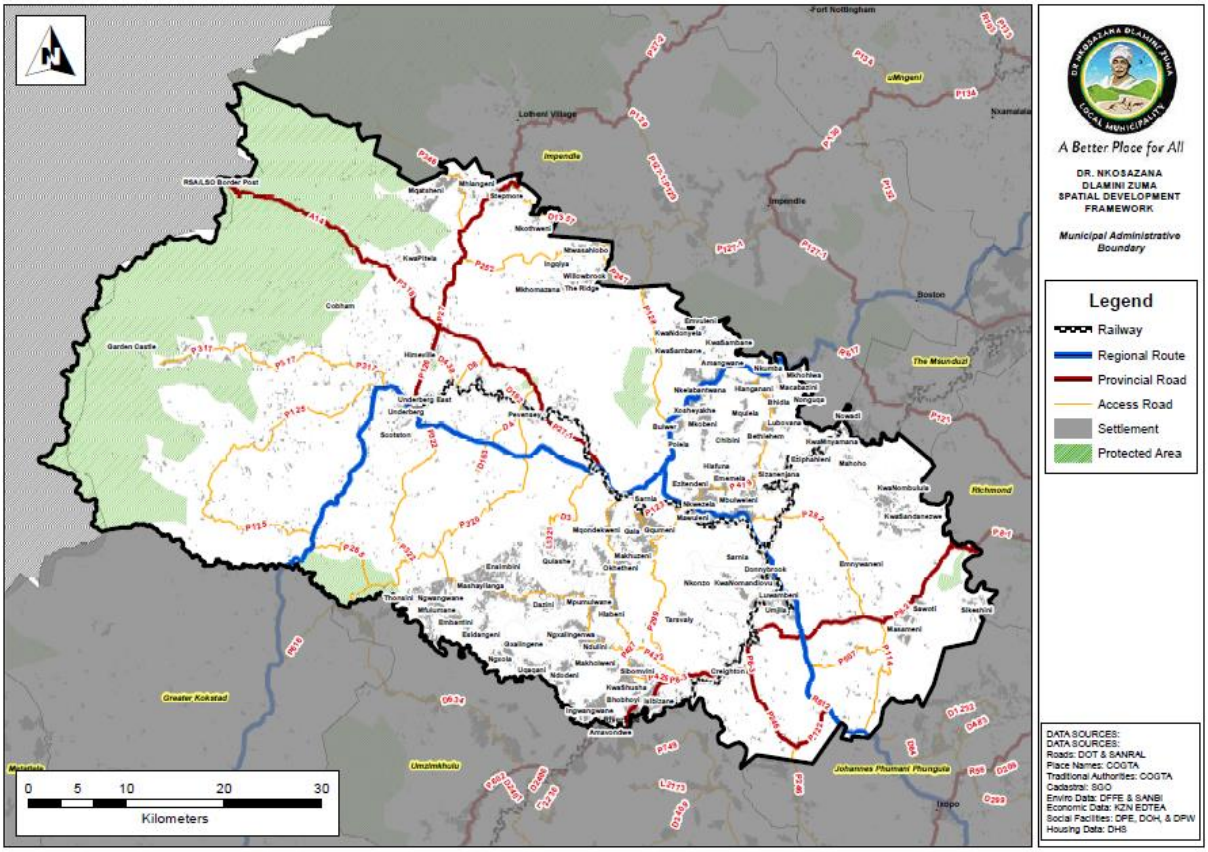
2.1. SPATIAL LOCATION

Dr Nkosazana Dlamini Zuma Local Municipality (Dr NDZ LM) is a Category B municipality located in the southern part of the Harry Gwala District Municipality within the KwaZulu-Natal Province. The municipality was established following the amalgamation of the former Ingwe and KwaSani Local Municipalities after the 2016 Local Government Elections.

The municipality is the largest local municipality within the Harry Gwala District in terms of geographic extent and comprises 15 municipal wards and several Traditional Authority areas. It is bordered by Impendle Local Municipality to the north, Richmond Local Municipality to the north-east, Johannes Phumani Phungula Local Municipality to the south-east, Greater Kokstad Local Municipality to the south and the Kingdom of Lesotho to the west.

The municipality is strategically positioned between Pietermaritzburg and Kokstad and includes the major service centres of Underberg, Himeville, Bulwer, Donnybrook and Creighton. The area is renowned for its scenic landscapes, agricultural production, tourism attractions and the internationally recognised uKhahlamba-Drakensberg World Heritage Site.

As a predominantly rural municipality, a significant proportion of the population resides within Traditional Authority areas, with agriculture, tourism, forestry and community services forming the foundation of the local economy.



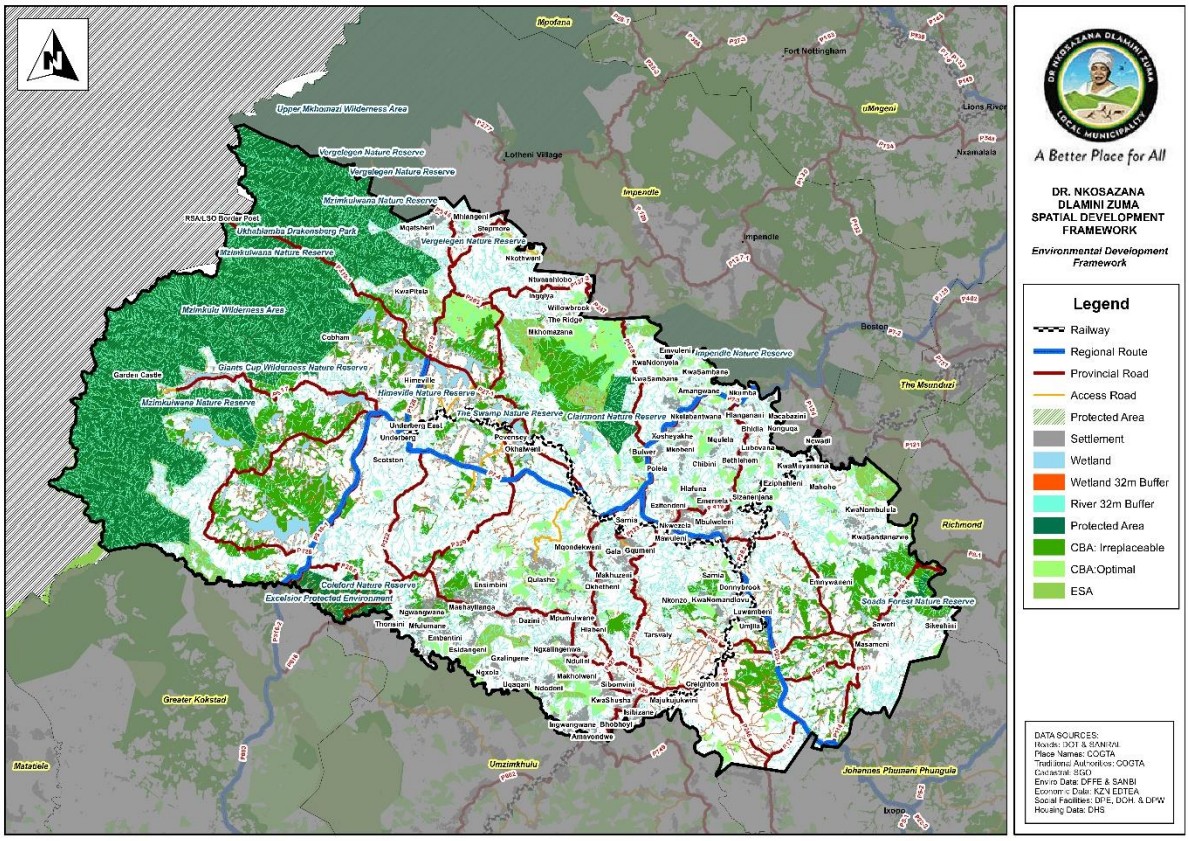
Map 1: Municipal context

2.2. THE ENVIRONMENT

Dr NDZ LM is situated within one of KwaZulu-Natal's most environmentally significant landscapes, encompassing the foothills of the Drakensberg Mountains, extensive river catchments, wetlands, grasslands, indigenous forests and protected conservation areas. The municipality forms part of a strategic water production area that supports both local communities and downstream regional water systems.

The area contains important environmental assets including Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs), the uKhahlamba-Drakensberg World Heritage Site and extensive agricultural landscapes. These resources contribute significantly to biodiversity conservation, tourism development, water security and climate resilience.

The municipality faces environmental challenges associated with soil erosion, invasive alien plant species, land degradation, climate change and increasing pressure on sensitive ecosystems. Sustainable management of these environmental resources remains critical to the municipality's long-term social, economic and environmental sustainability.



Map 2: Environmental Management

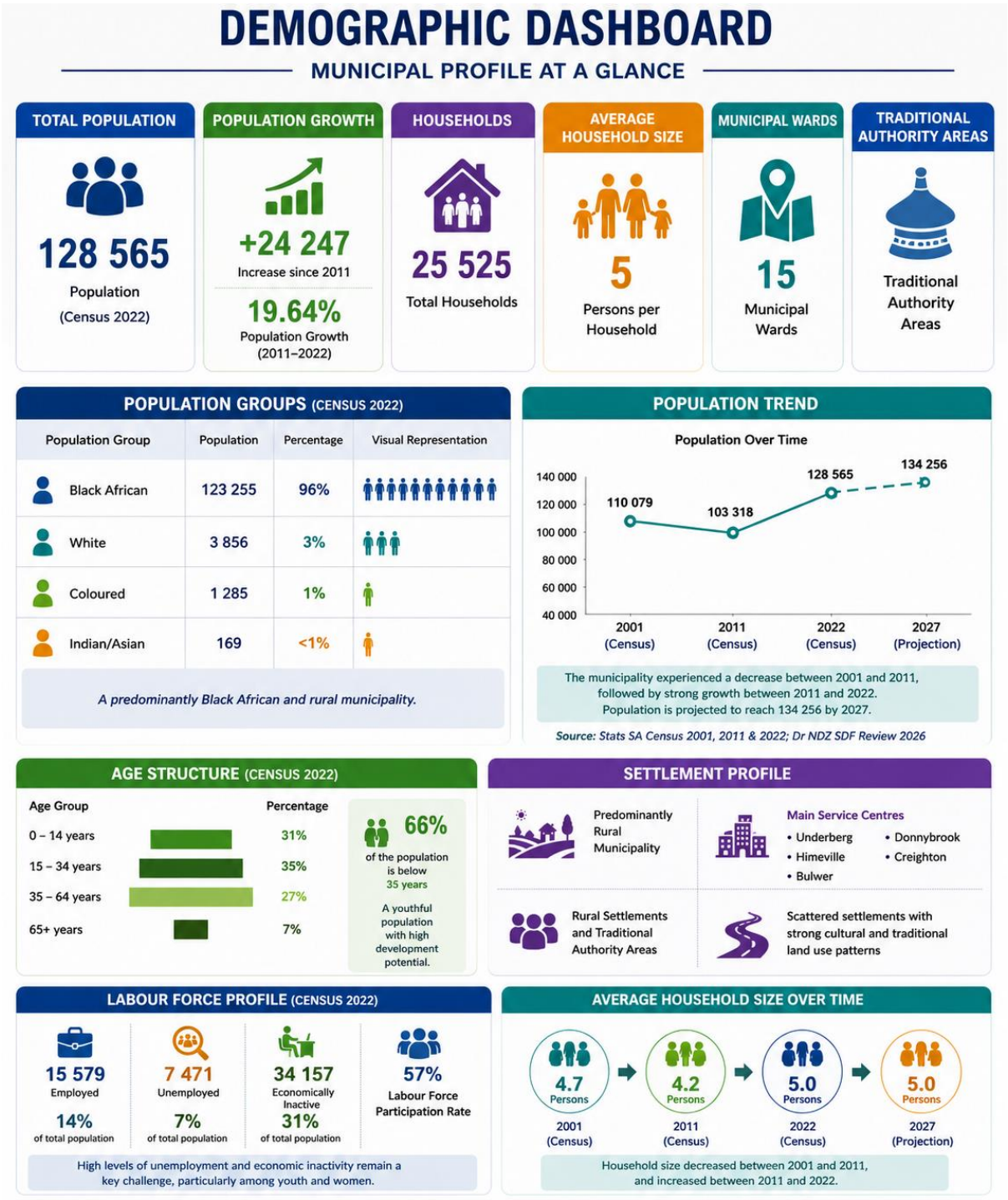
2.3. DEMOGRAPHIC PROFILE

According to Census 2022, Dr NDZ LM has a population of approximately 128,565 people residing in 25,525 households. The municipality experienced population growth between 2011 and 2022, reflecting increased migration, changing household dynamics and broader demographic trends.

The population is predominantly Black African (96%), followed by White (3%) and Coloured (1%) population groups. The municipality has a relatively youthful population structure, creating both opportunities and challenges in relation to education, skills development, employment creation and service delivery.

The average household size is approximately five persons per household, reflecting the municipality's predominantly rural settlement patterns and extended family structures. Population growth and changing demographic trends continue to influence future demand for housing, infrastructure, social services and economic opportunities.

Figure 1: Demographic Profile



Source: Stats SA, Census 2001; 2011 and 2022

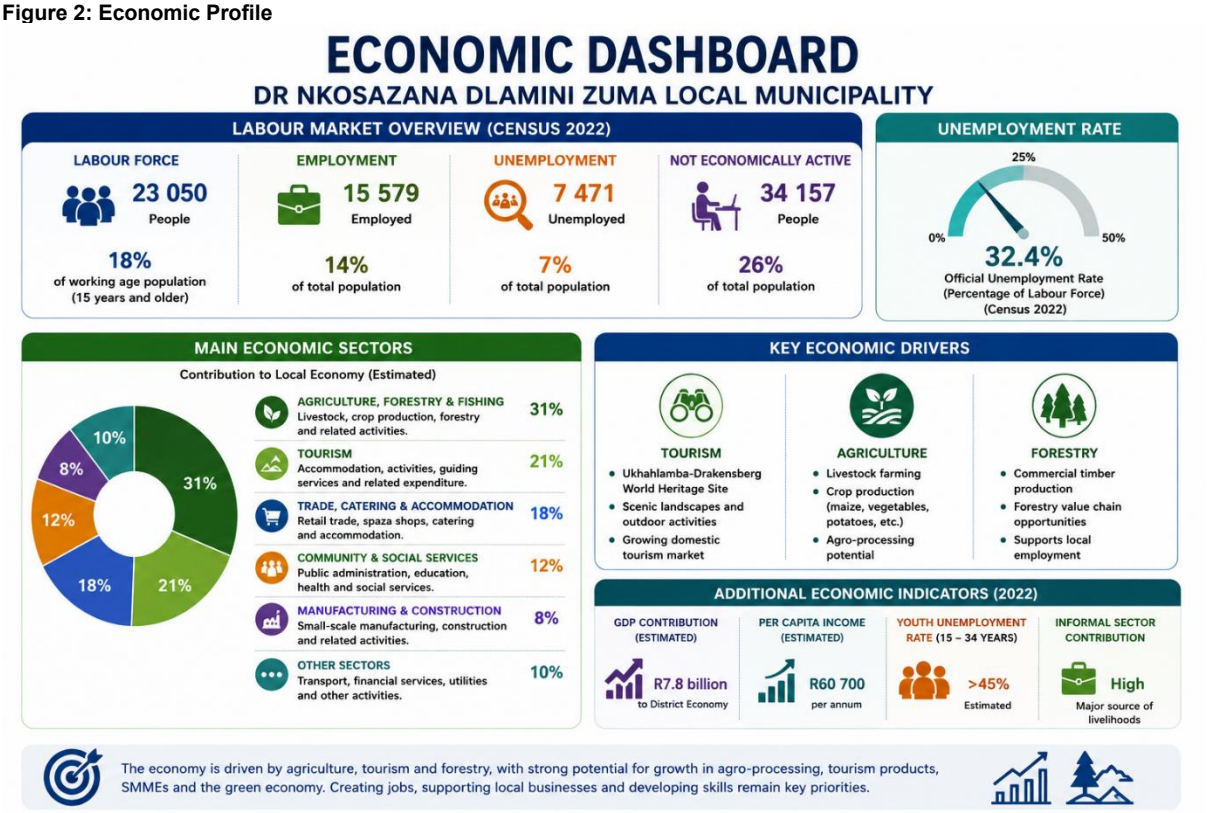
2.4. ECONOMIC PROFILE

The local economy is primarily driven by agriculture, tourism, forestry, trade and community services. Agriculture remains a key contributor through livestock farming, crop production and commercial forestry, while tourism benefits from the municipality's scenic landscapes, biodiversity assets and the uKhahlamba-Drakensberg World Heritage Site.

Despite these strengths, the municipality continues to experience high levels of unemployment, particularly amongst youth and women. Limited economic diversification, skills shortages and infrastructure constraints remain key barriers to economic growth and investment.

The municipality continues to pursue initiatives aimed at supporting local economic development, strengthening tourism, promoting agricultural development, supporting SMMEs and cooperatives, and creating an enabling environment for investment and job creation.

Figure 2: Economic Profile



Source: Stats SA, Census 2022

2.5. INFRASTRUCTURE

The provision of basic services remains one of the municipality's most significant developmental challenges. As required by the Constitution, Dr Nkosazana Dlamini Zuma Local Municipality is committed to providing services in a sustainable, equitable and efficient

manner. However, the predominantly rural nature of the municipality, coupled with limited financial and institutional resources, continues to constrain the delivery of infrastructure and services to all communities.

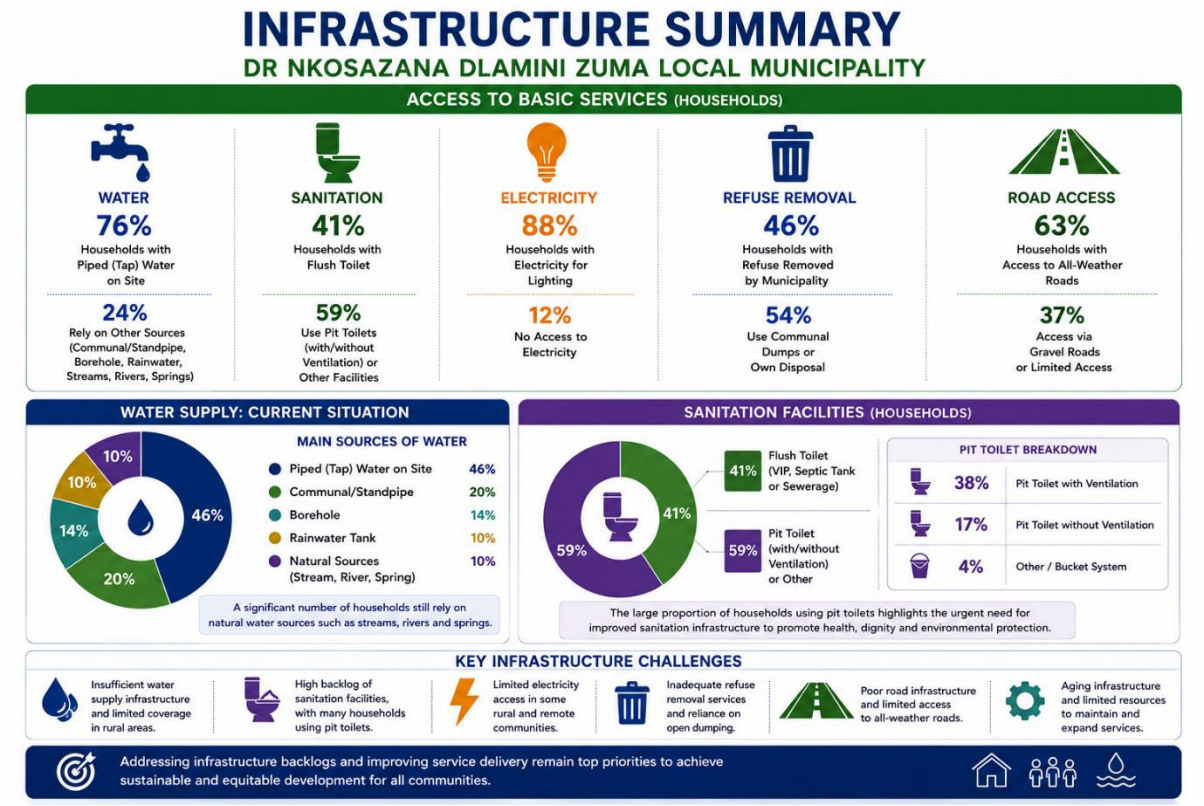
The municipality faces considerable infrastructure backlogs, particularly in relation to water supply, sanitation, roads and community facilities. Access to reliable water remains a challenge in many rural areas, with a significant number of households still relying on natural water sources such as rivers, streams and springs. This places pressure on water resources and exposes communities to health and environmental risks.

Sanitation remains a key service delivery concern. While progress has been made in improving access to sanitation facilities, many households continue to rely on pit toilets with or without ventilation, highlighting the need for continued investment in improved sanitation infrastructure and services.

The dispersed settlement pattern, difficult topography and extensive rural road network increase the cost and complexity of infrastructure provision and maintenance. These factors contribute to service delivery challenges and place additional pressure on municipal resources.

Addressing infrastructure backlogs remains a priority for the municipality. Future infrastructure investment will focus on improving access to basic services, upgrading existing infrastructure, strengthening maintenance programmes and supporting sustainable human settlements. These interventions are essential for improving quality of life, promoting economic development and ensuring long-term sustainability across the municipality.

Figure 3: Infrastructure summary



Source: Stats SA, Census 2022

A.3. THE INSTITUTIONAL STRUCTURE

The organization currently has a total workforce of 441 people. This includes 230 staff members in filled positions, with an additional 23 staff vacancies that still need to be filled. The workforce also consists of 146 EPWP participants, 34 interns, 7 in-service trainees, and 1 learner participating in a learnership programme.

A.4. THE IDP REVIEW PROCESS

4.1. MEC ASSESSMENT OUTCOMES

Below are the key issues that were identified during MEC IDP Assessment and how the municipality intends to address them.

Below is the updated IDP Action Plan on MEC Assessments.

Table 1: IDP Action Plan on MEC Assessments

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
2.1 KPA: Municipal Transformation and Institutional Development Development of Human Resource Strategy and Plan, and filling of vacant posts .	(a)The Manager: Corporate Services is encouraged to address the following: 2.1.1 The municipality is acknowledged for effectively addressing this Key Performance Area (KPA). Recognition is given for the successful filling of all critical posts, as well as for the adoption of all key human resource-related policies. 2.1.2 The municipality is commended for employing persons living with disabilities (currently seven employees). The municipality is encouraged to increase to increase this portion in line with national directives. The municipality should note that cabinet approved the request by the Department of Women, Youth and Persons Living with Disabilities to increase the minimum target of 2% to 3% for the 2024/2025 financial year and continue with annual increment of 1% until a minimum employment equity target of 7% is reached by 2030. The Department of Employment and Labour has recently gazetted the Employment Equity Amendment Act 2025, effective 10 April 2025, which introduces a new disability employment target of 3%. Government Institutions are required to implement this employment equity target.	Senior Manager: Corporate Services -Mr S.J Sondezi	The comment is hereby noted and the Municipality has reached its 3% minimum target as gazetted in the Employment Equity Amendment Act 2025, effective 15 April 2025 No. 52514	

Key Performance Area	MEC Findings		Responsible Person	Actions to be undertaken and Progress Made	Evidence
2.2 Local Economic Development Development of LED policies, job creation through LED projects & support to Co-ops & SMME Support	2.2.1	The municipality is commended for its proactive approach in continuously identifying and targeting private sector (non-government) funding to support the implementation of prioritised Local Economic Development (LED) projects.	Senior Manager: Development and Planning	The municipality is going to do a mentorship and coaching programme for local businesses to create sustainable job creation. The municipality is putting measures in place to ensure that all local businesses have business licences for informal traders in order to increase revenue base.	
	2.2.2	The municipality is encouraged to strengthen its efforts by measuring the impact of support provided to vulnerable groups. Implementing evidence-based strategies and monitoring their outcomes will ensure that interventions addressing youth unemployment are both effective and targeted, thereby maximizing social and economic benefits.			
	2.2.3	The Municipality is encouraged to develop a comprehensive revenue enhancement strategy, inclusive of a robust revenue collection plan. Regular monitoring of its implementation will support efforts to increase rateable areas, attract investment, and facilitate the retention and expansion of local businesses, thereby contributing to the financial sustainability and economic resilience of the municipality.		Collection of revenue from municipal commercial facilities and other potential areas to enhance revenue will be explored and will be included in the Revenue enhancement strategy.	Comprehensive revenue enhancement strategy

2.3 Basic Service Delivery	2.3.1	The municipality is encouraged to include maps illustrating the water and sanitation projects be listed across the five-year planning horizon, aligned with the Infrastructure Delivery Management System (IDMS) phases as required by National Treasury. This will enhance project alignment, strengthen implementation, and support effective monitoring and reporting.	Manager: Public Works and Basic Services- Mr S. Mngadi	Engagements with the District Municipality for maps illustrating water and sanitation projects for inclusion in the draft 2026/27 IDP.	Map illustrating Water and Sanitation projects
	2.3.2	The Municipality is commended for complying with the transport infrastructure requirements, demonstrating its commitment to maintaining and developing essential transport services. It is, however, encouraged to prioritize the development of the Local Integrated Transport Plan		The municipality is in a process to develop the LITP and terms of reference had been developed for the appointment of a suitable service provider within the 2026/27 financial year. The Department of Transport has been engaged for their inputs thereon.	Terms of Reference for Local Transport Plan

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	which will further strengthen strategic planning, coordination, and sustainable mobility within the municipality.			
	2.3.3 The municipality is encouraged to list both existing and planned housing projects, clearly reflecting the housing needs and initiatives of both the public and private sectors within the IDP and SDF. It is also recommended that spatial representations be included to indicate the locations of human settlement projects. Additionally, attention should be given to correcting the document's page numbering to improve clarity and usability.		Planned housing projects clearly reflecting the housing needs and initiatives of the public sector will be reflected in the SDF, IDP and Human Settlement Sector Plan for 2026/27 financial year, however there is minimal human settlement development on private land projects. Numbering on the pages of the IDP will be corrected.	List of both existing and new planned housing projects
	2.3.4 The municipality is encouraged to update the Integrated Waste Management Plan (IWMP) to ensure that waste management strategies and interventions remain current, effective, and aligned with regulatory requirements. Regular updates will support improved service delivery, environmental sustainability, and compliance with national standards.		A service provider for the review of the IWMP has been appointed and the draft reviewed plan to incorporate these concerns will be included in the draft DP.	Update of IWMP
	2.3.5 The municipality is commended for adequately providing comprehensive information regarding the status, needs, and priorities of community facilities. This thorough reporting reflects a strong commitment to responsive planning and the effective delivery of services to meet community needs.			
	2.3.6 The municipality is encouraged to include supporting maps illustrating the status, backlogs, needs, priorities, and challenges for telecommunications, including broadband. Additionally, it is recommended that the Basic Service Delivery KPA be concluded with a comprehensive SWOT		The municipality will update the maps on telecommunications and broadband	Map illustrating status, backlogs, needs, priorities and challenges for telecommunications

Key Performance Area	MEC Findings		Responsible Person	Actions to be undertaken and Progress Made	Evidence
		analysis, alongside the identification of key challenges with clear explanations. These enhancements will strengthen planning, improve clarity, and support informed decision-making for service delivery improvements.			
	2.3.7	The municipality is commended for its commendable efforts in coordinating the delivery of energy to its communities. It is further encouraged to include spatial representations of electricity delivery backlogs, which would provide a more precise and comprehensive understanding of energy service coverage and inform targeted interventions.			
2.4 Financial Viability and Management	2.4.1	The municipality is commended for presenting a well-structured Financial Viability and Management KPA that aligns effectively with the IDP Framework guide.	Chief Financial Officer: Mr P. Mtungwa		
	2.4.2	The municipality is furthermore commended for reflecting cohesive integration of data into the final document, demonstrating a high standard of planning and reporting.			
2.5 Good Governance and Public Participation	2.5.1	The municipality is again commended for its thorough coverage and reporting on the Good Governance and Public Participation KPA.	Manager: Strategic Support Services- Mrs NN Vakalisa	The information on the IDP Steering Committee has been updated under the good-governance KPA.	Updated information on IDP Steering Committee membership and functionality
	2.5.2	The municipality is encouraged to provide updated information and more detailed reporting on the membership and functionality of the IDP Steering Committee. Additionally, it is required to include comprehensive information on the participation of Sector Departments, IGR forums, and DDM structure, to enhance transparency, accountability, and the effectiveness of collaborative governance.			

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
2.6 Cross Cutting Issues	2.6.1 The Municipality is commended for correctly using the census 2022 data within the Spatial Development Framework (SDF) and ensuring its alignment with the Integrated Development Plan (IDP). This demonstrate a commitment to evidence-Based planning and strengthens the credibility of the development framework. 2.6.2 The Statistics South Africa (Stats SA) acknowledges that Ward-level and economic data are not yet fully available. The municipality is, however, encouraged to utilize the existing Stats SA data to promote comparability and support the rationalisation of resources for equitable allocation. This practice will enhance informed decision-making and strategic planning. 2.6.3 The Municipality is encouraged to ensure all data sources are properly referenced. In response, Stats SA remains committed to providing timely support regarding data queries, with a response timeframe of 48 hours. This collaboration is encouraged to enhance the quality, transparency, and reliability of municipal planning. 2.6.4 The Municipality is commended for integrating the Harry Gwala District Climate Change Response Plan into its IDP and SDF, demonstrating a proactive approach to environmental sustainability. The implementation of climate-sensitive initiatives, such as the solar streetlights projects in Donnybrook and Bulwer, reflects the municipality's Commitment to mitigating climate change impacts. Additionally, the municipality is recognised for preparing a draft ecological assessment report, which comprehensively outlines natural assets, identifies environmental threats, and provides well-considered recommendations for sustainable management.	Manager: Development and Planning		

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	2.6.5 The Municipality is further encouraged to highlight the significant progress made in waste management services within the IDP, ensuring that achievements and planned interventions are well-documented.		Adequate information on waste management will be updated in the 2026/27 IDP as well as in the IWMP	
	2.6.6 The Municipality is encouraged to develop a Strategic Environmental Assessment (SEA) to systematically identify environmental challenges and translate these into targeted strategic interventions, including specific projects and programmes, such as the rehabilitation of degraded land. This approach will strengthen the municipality's environmental planning and contribute to long-term ecological sustainability.		The Strategic Environmental Assessment (SEA) will be attached as an annexure to the 2026/27 IDP.	
	2.6.7 The Municipality is encouraged to establish a dedicated Environmental Management Unit, incorporating a climate change specialist to address climate-related issues and an environmental management inspector to oversee enforcement matters. The implementation of an Environmental Management System is recommended, as it would support the municipality in effectively managing environmental risks on a day-to-day operational basis and mitigating potential impacts on service delivery.		The municipality appointed an Environmental Management Officer effectively managing environmental risks on a day-to-day operational basis and mitigating potential impacts on service delivery, and a post has been advertised for Waste Management Officer to deal with waste management issues means to establish a dedicated Environmental Management Unit however due to limited resources the municipality is unable to have a fully-fledged unit. The municipality is prioritising	Updated organogram Disaster management sector plan & IWMP
	2.6.8 The Municipality is commended for developing a clear and well structured alien plant eradication plan, reflecting proactive environmental management. It is further encouraged to consolidate these initiatives in collaboration with relevant sector departments and to establish time-bound environmental targets and spatial plans that support the creation of green jobs, thereby promoting sustainable development and economic opportunities within the municipality.			

this function. Two graduates from the Department of Forestry and Fisheries assisting with issues of climate change.

The municipality signed an MoU with Working on fire for eradication of alien plants. Another partnership agreement with Institute of Natural Resources to undertake projects on alien plants. The municipality also has partnership with EDTEA and such is reflected in the IDP

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	2.6.9 The municipality is applauded for consistently integrating disaster management information into the IDP and other strategic documents, in compliance with Section 26 of the Municipal Systems Act. It is encouraged to prioritise the allocation of additional resources, including increased budget provisions for disaster management and fire services personnel, to ensure the effective operationalisation of the new disaster management centre. 2.6.10 The Municipality is commended for the significant work Undertaken in relation to the Spatial Development Plan (SDP) and Capital Investment Framework (CIF), as well as the Spatial Development Framework (SDF) and Capital Expenditure Framework (CEF). The municipality is further applauded for developing a strategic monitoring and evaluation system. It is encouraged to enhance this system to more effectively monitor and evaluate projects and programmes in terms of their contribution to achieving the municipality's vision and strategic objectives. 2.6.11 The Municipality is encouraged to spatially identify its Priority 'Intervention' Areas and to determine appropriate projects and programmes for these area, including associated budgets, as part of an Integrated Implementation Plan, Capital Investment Framework (CIF), and Capital Expenditure Framework (CEF). This approach will enhance strategic focus, resource allocation, and the effective delivery of municipal services.		Comments are noted both units will be strengthened. The municipality will capacitate both disaster management and fire management units in terms of resources in addressing disaster management. The municipality has developed a policy to carter for provision of building material to disaster victims. The comprehensive 2026/27 SDF will address the MEC's findings on CIF,CEF and SDP.	

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	2.6.12 The Municipality is encouraged to further refine the Capital Investment Framework (CIF) and Capital Expenditure Framework (CEF) by clearly identifying and budgeting for projects and programmes. Attention should also be given to incorporating key project management processes and milestones to effectively guide municipal growth and development. 2.6.13 The Municipality is encouraged to establish a robust monitoring and evaluation (M&E) system that effectively tracks the progress and implementation of the Spatial Development Framework (SDF) and Spatial Development Plan (SDP). Such a system would serve as a critical tool to support change management, enhance accountability, and ensure sound reporting on municipal development initiative. 2.6.14 The Municipality is encouraged to take and consider the directive set by the Pietermaritzburg High Court case: Mshengu and others v. Msunduzi Local Municipality and others (2019): which requires a municipality to provide services to farm dwellers. This requirement will need to be built into the municipal IDP and SDF. It is recommended that the municipal planning unit and the municipal technical unit quantify and spatially show the location of farm dwellers and recommend which farm dwellers are to be serviced when, to which standard and when it is anticipated to upgrade the services. 2.6.15 The Municipality is encouraged to refine the matter of Spatial Integration by quantifying the number of residents with land rights and those without.	Manager: Development and Planning	The municipality notes finding by the MEC on the matter and this will be considered when reviewing the SDF. The municipality will spatially reference farm dwellers both in the SDF and IDP however the municipality is working towards mapping services on farm dwelling. It be noted that the municipality is providing services to farm dwellers where there are agreements between land owners and the municipality. Comments by the MEC are noted and will be incorporated in the review of the SDF for 2026/27 fy	

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	Additionally, a systematic approach to monitor the progress of tenure rights annually and over time should be incorporated into the SDF monitoring and evaluation system. Effective Spatial Integration will support the development of more equitable and integrated settlements, while contributing to social cohesion, economic diversification, and the creation of employment opportunities.			
	2.6.16 The Municipality is encouraged to map its Priority Intervention Areas and incorporate these into the SDF and SDP. It is further advised to ensure that all projects and programmes are spatially represented. This approach will enhance strategic planning, improve alignment of resources, and facilitate informed decision-making.		Comments by the MEC are noted and have been taken into consideration in the 2026/27 SDF and SDP.	
3.1 Strategic Thrust of the 6 KPAs and the Service Delivery and Budget Implementation Plan (SDBIP)	3.1.1 The Municipality is commended for considering performance and areas of underperformance from the previous performance cycles and including these in its IDP.	Manager Strategic Support Services: Mrs NN Vakalisa	Commendations from the MEC are noted	New information of the KPA will be updated in the 2026/27 draft IDP.
	3.1.2 The Municipality is commended for clearly articulating the alignment between its Goals, Objectives and Strategies. These are further unpacked and structured in accordance with the six KwaZulu-Natal Key Performance Areas (KPA), demonstrating a well-organised and strategic approach to municipal planning and performance management.			
	3.1.3 The municipality is commented for including the 5-year implementation plan as an annexure to the IDP. The plan is fully compliant with the prescribed format outlined in the IDP Guidelines, reflecting adherence to			

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	statutory requirements and ensuring structured planning for municipal development over the medium term.			
	3.1.4 The Municipality is commended for including the 2025/2026 Service Delivery and Budget Implementation Plan (SDBIP) as an annexure to the IDP. The SDBIP is well-aligned with the Goals, Objectives, and Strategies contained in the IDP, demonstrating coherence between planning and implementation frameworks.			
	3.1.5 The Municipality is commended for providing a clear explanation of how the Performance Management System (PMS) is applied through the proposed monitoring and evaluation methods and procedures. Furthermore, the inclusion of the PMS Policy Framework as an annexure to the IDP reflects a structured and transparent approach to performance management and accountability.			
	3.1.6 The Municipality is commended for incorporating the Back-to-Basics (B2B) Programmes into the IDP and for aligning the B2B Pillars with the Objectives in the SDBIP. This demonstrate a strong commitment to enhancing service delivery, operational efficiency, and strategic alignment between planning and implementation frameworks.			
3.2 Implementation of the District Development Model Program	3.2.3 It is commended that the Municipality endorsed the 2025 Reviewed District One Plan aligned to the IDP review process.		The municipality is actively participating in the DDM structures and IGR reports are	Reviewed District One Plan

Key Performance Area	MEC Findings		Responsible Person	Actions to be undertaken and Progress Made	Evidence
				presented to Council on quarterly basis.	
3.2 Alignment of Strategic Plans	3.3.1	The Municipality is commended for adopting the reviewed 2025/2026 IDP aligned to Sector Departmental programmes and projects. The Municipality is encouraged to pursue the sitting of the IDP Representative Forum for the purpose of planning and projects implementation alignment purposes.	Manager: Strategic Support Services- Mrs NN Vakalisa	Government Departments are invited in the strategic planning and quarterly IDP Rep Forums will be held.	
4. Conclusion	4.1.	The Municipality is commended on the overall representation of the Good Governance, Municipal Transformation, Strategic Thrust, Financial Management and Viability and LED KPAs. The Municipality is however encouraged to give extra attention to the comments on the Basic Service Delivery KPA, to improve the credibility of the reviewed 2026/2027 IDP even further. Please note that COGTA Business Units and Sector Departments shall be extending a hand of support to guide the review of the 5th Generation IDP and the associated Sector Plans and Policies.	Manager: PWBS- Mr Mngadi		
	4.2	The Municipality is commended for the proactive inclusion of Traditional Authorities in the Integrated Development Plan (IDP) development process. This inclusive approach ensures meaningful participation and strengthens community representation, aligning with the provision of Section 29(1)(b)(iii) of the Municipal Systems Act (Act 32 of 2000).			Attendance register
	4.3	The Province is in the process of finalising the review			

Key Performance Area	MEC Findings	Responsible Person	Actions to be undertaken and Progress Made	Evidence
	of the IDP Framework Guide and Assessment Criteria in accordance with Section 37(1) of the Municipal Systems Act which need to be considered when preparing and supporting the municipal integrated development plans.			
	These guidelines provide guidance to municipalities in the development of IDPs as provided for in Section 31 of the Municipal Systems Act (32 of 2000) as amended, mandating that the MEC for Local Government in the province may, subject to any other law regulating provincial supervision of local government, assist a municipality with planning, drafting, adoption and review of its IDP; facilitate coordination and alignment. This reviewed IDP guidelines is aimed at focusing assessments on the implementation of the IDP and will come into effect in the 6th Generation of IDPs. It is advised that municipalities commence with the planning processes for the 6th generation.		Noted, All comments are addressed through updating the IDP Action Plan.	Final 2026/27 IDP

4.2. THE PROCESS PLAN

Section 28 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) requires every municipal council, within a prescribed period after the start of its elected term, to adopt a written Process Plan to guide the planning, drafting, adoption and review of its Integrated Development Plan (IDP). The Act further requires municipalities to consult the local community through appropriate participation mechanisms before adopting the Process Plan and to provide public notice of the intended process to be followed.

The IDP Process Plan therefore serves as a strategic programme of action and timetable that guides the preparation and review of the Integrated Development Plan. It outlines the processes, activities, institutional arrangements, responsibilities and timeframes necessary to ensure an inclusive, coordinated and legally compliant IDP process. The Process Plan is also intended to ensure alignment between municipal planning, budgeting, performance management, public participation and sector planning processes.

The preparation of the Dr Nkosazana Dlamini Zuma Local Municipality IDP was preceded by the development of a detailed Process Plan aligned to the Harry Gwala District Municipality IDP Framework and Process Plan. In preparing the Process Plan, the municipality remained cognisant of the requirements of the Municipal Systems Act as well as the need to align municipal planning with national and provincial planning frameworks, sector departments and intergovernmental processes.

The Process Plan provides guidance on:

- The distribution of roles and responsibilities within the IDP process;
- Institutional arrangements and governance structures for the process;
- Mechanisms and procedures for public participation and community consultation;
- Alignment with external stakeholders and sector departments;
- Key activities, milestones and timeframes;
- Resource and budget requirements for the planning process; and
- Relevant legislative and policy requirements informing the IDP process.

The Process Plan also recognises the importance of integrating key municipal processes such as performance management, participatory governance, resource allocation and organisational alignment into the IDP development cycle. In this regard, the municipality structured the Process Plan to support both political oversight and administrative implementation, with meeting schedules and programme activities designed to ensure alignment across municipal departments, sector plans and intergovernmental structures.

The municipal community was notified of the IDP Process Plan and afforded opportunities to participate in the development and review of the IDP in accordance with the provisions of Chapter 4 of the Municipal Systems Act. The municipality continues to utilise the Process Plan

as a key management and coordination tool to guide the preparation, review and implementation of the 2026/2027 Integrated Development Plan.

Table 2: IDP Process Plan

PHASES	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
Pre-Planning Phase	Gathering of latest Community Survey information from Stats SA; Treasury and comments from MEC COGTA	To reflect the changes in relation to socio-economic and environmental issues in the fifth generation of the IDP	IDP Manager-Municipal Manager	**July- August 2025**
	Develop draft 2026/2027 IDP. Budget and PMS process plan		IDP Manager- Municipal Manager	**July- August 2025**
	Public Participation	In order to adhere to Chapter 4 of the MSA and ensure that members of the community partake in the affairs of the municipality In order to maximize community participation, the municipality will cluster wards into three zones. Again all stakeholders such as Ratepayers, Business Chambers/ Forums, Farmers Associations, Taxi Associations, Ward Committees will have one joint meeting in each municipal town.	IDP Manager-Municipal Manager	**Mid-August 2025**
	Tabling of the 2026/2027 Draft IDP Framework and Process Plan to Council and submit to COGTA	The Council confirm the process to be followed in relation to the fifth generation of the IDP before it is submitted to COGTA	IDP Manager – Municipal Manager	**30 July 2025**
	Submission of the 2026/2027 Final Budget/ IDP Framework and Process Plan to COGTA	To guide and align planning between the district and local municipalities, government departments and other stakeholders	IDP Manager - Municipal Manager	**30 August 2025**

PHASES	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
Analysis Phase	Public Participation	To repriorities and/or solicit new issues from the community	IDP Manager and the Office of the Mayor/Speaker	**08 -18 October 2025**
	Submission of key issues raised by the public to relevant departments (both internally and externally)	To affect the process of prioritization and seeking strategic partnership on matters of common interest	IDP Manager-Municipal Manager	**30 October - 30 November 2025**
Strategies Phase	Submission of projections (Strategic Matrix) by departments	To compile draft budget	Departments	**01-30 November 2025**
	Review of Strategic Risks	To identify risks that may hinder achieving certain objectives	Risk Manager-Municipal Manager	**1-30 November 2025**
	Tabling and Submission of Mid-Year Budget and Performance Assessment to Council, National & Provincial Treasury	To report on the performance in terms of budget and achievement of performance targets and make recommendations for adjustment budget.	MM, CFO & IDP/PMS Manager	**25 January 2026**
	Mid-Year Performance Assessments for the 2026-2027 SDIBP	To assess the organizational performance for the first six months of the financial year	IDP Manager – Municipal Manager	**January 2026**
Projects Phase	Draft budget is compiled	Define Service Delivery objectives for each function for recommendations to Council	IDP/MM/CFO/HODs	**November 2025- February 2026**
	Review of Operational Risks	Assessing of budget allocation in line with priorities and key risks identified	Risk Manager/Municipal Manager	**February 2026**
	Risk Awareness	Workshop Departments on risks identified	Risk Manager/Municipal Manager	**March 2026**
Integration Phase	Integrate programs and projects	Identify areas and sector plans that need integration in order to share the scarce resources and to forge alignment and synergies	IDP Manager/Municipal Manager and all Departments	**March 2026**

PHASES	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
Approval Phase	Table Draft Budget and Budget Related Policies, /IDP/SDF and SDBIP	For Council's recommendations and approval	IDP Manager/Municipal Manager/CFO	**March 2026**
	Annual review of budget related policies and bylaws	To review budget related policies and bylaws in order to accommodate changes in legislation	CFO	**March 2026**
	Table the risks policies and draft risk register to Council	For Council's recommendations and approval	Risk Manager/Municipal Manager	**March 2026**
	Submission of the draft IDP/SDF/Budget/ Budget Related Policies and SDBIP to COGTA and relevant departments	Compliance	MM/IDP/Planning/ PMS and Budget	**End March 2026**
	Public comments on draft Budget/ Budget related policies, IDP/SDF and SDBIP	To obtain input from the communities	Council	**April 2026**
	Mayor responds to submissions during consultations by proposing amendments in the draft IDP/Budget/ Budget related policies, SDF and SDBIP	Community participation	MM/CFO/Mayor	**April 2026**
	Council engages with the input from various stakeholders	Councilors engage with draft IDP/Budget/ Budget related policies, SDF& SDBIP to confirm the said documents are a true reflection of the needs of the general populace within the Dr NDZ Municipality	Council	**May 2026**
Approval Phase	Finalize the Strategic and Operational Risk Register	Table the final strategic risk register and operational plan to council for approval	Risk Manager/Municipal Manager and Council	**May 2026**

PHASES	ACTION	PURPOSE	RESPONSIBLE	TARGET DATE
	The Mayor tables the IDP/Budget/SDF/SDBIP/PMS and related policies in Council and send copy to National Treasury and COGTA	Council to adopt and confirm that all the needs of the community were taken into account during the compilation of the key strategic documents	Council	**End May 2026**
	Submission of SDBIP to the Mayor	To ensure existence of an implementation plan before the start of the financial year	Municipal Manager/PMS	**June 2026**
	Conclusion of Annual Performance Agreements by Mayor	To ensure a performance driven management and to comply with the legislation	Mayor/Municipal Manager	**July 2026**
	Performance Agreements	Include risk management responsibilities in Performance Management Agreements	Risk Manager/Municipal Manager	**July 2026**
	The Mayor submits the approved SDBIP and Performance Agreements to Council, MEC for Corporative Governance and Traditional Affairs (COGTA)	Compliance	Mayor/MM	**End July 2026**
	Performance Agreements/SDBIP are publicized and posted to the Dr NDZ Website	For accountability and transparency	PMS	**August 2026**

Section 21 of the MFMA, Budget preparation process states that

(1) The mayor of a municipality must –

(a) co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.

(b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

(i) the preparation, tabling, and approval of the annual budget.

(ii) the annual review of- (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and

(bb) the budget related policies.

(iii) the tabling and adoption of any amendments to the integrated development plan and budget-related policies; and

(iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

Below is the time schedule of key deadlines for the preparation of the 2026/2027 Medium Term Revenue and Expenditure Framework (MTREF) budget

Table 3: 2026/2027 Medium Term Revenue and Expenditure Framework (MTERF) Budget

MONTH	MAYOR AND COUNCIL	ADMINISTRATION
July	Mayor begins planning for next three- year budget in accordance with co-ordination role of the budget process. Planning includes review of the previous year budget process and completion of the Budget Evaluation Checklist	Accounting Officer and Senior Officials of the municipality and entities begin planning for the next three-year budget - **MFMA s 68,77** Accounting Officer and Senior Officials of municipality and entities review options and contracts for service delivery **MFMA s 76-81**
August	Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling, and approving the budget, reviewing the IDP (as per section 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year- **MFMA s 21,22,23 and MSA s 34, Ch 4 as amended.** Mayor establishes committees and consultation forums for the budget process	
September	Council through the IDP review process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	Budget offices of municipality and entities determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives Engages with Provincial and National sector departments on sector specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc.)
October		Accounting Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials. **MFMA s 35, 36, 42; MTBPS**
November		Accounting officer reviews and drafts initial changes to IDP - MSA s 34
December	Council finalizes tariff (rates and service charges) policies for next financial year - **MSA s 74, 75.**	Accounting officer and senior officials consolidate and prepare proposed budget and plans for next financial year

		taking into account previous year's performance as per audited financial statements.
January	Entity board of directors must approve and submit proposed budget and plans for next three-year budgets to parent municipality at least 150 days before the start of the budget year- **MFMA s 87(1)**	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January) - **MFMA s 36**
MONTH	**MAYOR/COUNCIL**	**ADMINISTRATION**
February	Council considers municipal entity proposed budget and service delivery plan and accepts or makes recommendations to the entity- **MFMA s 87(2)**	Accounting officer finalizes and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years audited financial statements and annual report. Accounting officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year - **MFMA s 37(2)**
March	Entity board of directors considers recommendations of parent municipality and submit revised budget by 22nd of month- **MFMA s 87(2)** Mayor tables municipality budget, budgets of entities, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year**- MFMA s 16, 22, 23, 87; MSA s 34**	Accounting officer publishes tabled budget, plans, and proposed revisions to IDP, invites local community comment and submits to NT, PT, and others as prescribed **-MFMA s 22 & 37; MSA Ch 4 as amended.** Accounting officer reviews any changes in prices for bulk resources as communicated by 15 March- **MFMA s 42**
April	Consultation with national and provincial treasuries and finalize sector plans for water, sanitation, electricity etc. **-MFMA s 21**	Accounting officer assists the mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year

May	Public hearings on the budget, and council debate. Council considers views of the local community, NT, PT, other provincial and national organs of state and municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget and plans at least 30 days before start of budget year. - **MFMA s 23, 24; MSA Ch 4 as amended** Entity board of directors to approve the budget of the entity not later than 30 days before the start of the financial year, taking into account any hearings or recommendations of the council of the parent municipality - MFMA s 87	Accounting officer assists the Mayor in preparing the final budget documentation for consideration for approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of a material nature
June	Council must approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year **- MFMA s 16, 24, 26, 53.** Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2) Council must finalize a system of delegations **- MFMA s 59, 79, 82; MSA s 59-65**	Accounting officer submits to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by **s 57(1)(b) of the MSA. MFMA s 69; MSA s 57** Accounting officers of municipality and entities publishes adopted budget and plans -**MFMA s 75, 87**

Table 4: IDP Timeframe

Activity	Deliverables	Responsible Department	TIMEFRAMES 2026/2027														
			July 2025	Aug 2025		Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	March 2026	April 2026	May 2026	June 2026	July 2026
Submission of the Oversight Report to MPAC	**As per Circular 63 of the MFMA**								2nd week- determin ation of revere and policies		We ek 4					
Determination of Revenue and Policies																
Prepare IDP/Budget/SDF and PMS for review process	**A special focus is given to the Strategic or 3-year Implementation Plan**						1st week Nov to 4th week of March IDP/ Budget/ SDF and PMS review process									
IDP sector engagement meeting the entire HGDM	**To ensure proper alignment of all the activities and solicit implementation plans from the stakeholders to be included in the IDP**	HGDM and all Local Municipalities									2nd we ek-					
Table draft IDP/Budget/SDBIP to Council and COGTA	**To seek approval of the draft IDP/Budget and SDBIP/scorecar d and submit to Cogta**	Office of the Municipal Manager and Finance Department									We ek 4					

IDP/Budget/SDF/ and SDBIP Roadshows	The mayor embarks on the IDP/Budget Roadshows to solicit comments on draft IDP/Budget and SDBIP											1st week- 4				
IDP/SDF Assessments											1st week		4th- IDP assess			
Finalizing the Draft IDP/ Budget PMS	Formulation of new council priorities										1st week	3rd week				
												4th week				
Dpts finalize submissions of Capital and Operational Exp based on the IDP/ Budget Roadshows and comments from Cogta	The accounting officer tables comments to the HODs so as to amend the IDP/ Budget and SDBIP accordingly													1st week		
Submission of the 3rd quarter reports	Prepare and submit to EXCO the 3rd quarter report and POEs								1st week- 3rd January							
District IDP assessments	Report on Performance Auditing System through IDP Rep Forum															
Advertise the Draft IDP for public comments (21 days)													1st week			
Submit IDP, Budget & SDBIP to council	Present final budget/ IDP & draft SDBIP, advertise public										4th week					

	participation. Submit budgets to national & provincial treasury, DCOGTA & other stakeholders															
Submission of the SDBIP to the mayor within 14 days	Signing of performance agreements and publishing										1st week- 4th week				1st-4th	
Mayor submit the SDBIP to council within 28 days															2nd week	
														4th week-4th week June		
Advertise SDBIP & performance agreements within 14 days after council																
Submission of SDBIP and performance agreements to COGTA																
Implementation of the IDP/Budget																

A.5. OUR LONG-TERM VISION

5.1. MUNICIPAL VISION

The long-term development vision for Dr Nkosazana Dlamini-Zuma local municipality is:

VISION

To be a responsive quality service provider by 2030.

Our mission statement is as follows**:**

MISSION STATEMENT
Dr Nkosazana Dlamini Zuma Local Municipality will provide quality sustainable basic services, promote tourism, agriculture, good governance, community involvement, economic investment and protect the environment in its affairs.

CORE VALUES

Integrity

Professionalism

Accountability

Efficiency

Compassion

Value-for-money

Transparency

5.2. SPATIAL DEVELOPMENT VISION (SDF LINKAGE)

In terms of the Municipal Systems Act and SPLUMA, the SDF is a core, legally required component of the IDP. The SDF acts as the physical, spatial translation of the overarching goals, economic strategies, and social objectives outlined in the IDP. The SDF gives statutory

spatial weight to the IDP, creating a spatial vision that guides all land use management and development decisions across the municipality.

Dr Nkosazana Dlamini Zuma Spatial Development Framework (SDF) identifies important nodes such as the Municipal Development Node (Bulwer and Underberg), Community Development node (Himeville, Creighton and Donnybrook), Settlement Development nodes (Centocow, Pholela and Richenau), Rural Service Nodes (Hlanganani) and Tourism Nodes (Sani Pass, Bushmens Nek and Cobham). These nodes have different functions or roles in the development of NDZ. The direction for future development within Dr Nkosazana Dlamini Zuma has been prioritized along these areas as follow:

- Decentralization of some of the basic services: This involves the creation of satellite services within the rural service nodes.
- Outward expansion of the nodes: This should involves linking the existing nodes through activity or mobility route in a manner that promotes infill and interface development. This should be prioritized for primary and secondary nodes; and
- The existing nodes are still low in terms of densification. Inward densification could be encouraged within the primary nodes. However, this should be supported provided that there is sufficient infrastructure capacity to warrant it.

A.6. KEY CHALLENGES

Most of the challenges identified here have been under consideration by the municipality and has made significant strides towards addressing the key challenges. However, there is room for improvement in addressing the following challenges:

Table 5: Key Challenges

KPA	Key Challenges	Strategic Response
Municipal Transformation and Organisational Development	Staff turnover and shortage of scarce skills	Provide bursaries, training and professional development opportunities.
	Difficulty attracting and retaining qualified personnel	Improve employee development, succession planning and retention strategies.
	Resistance to change and limited understanding of PMS/IPMS	Conduct continuous PMS training and awareness programmes.
	Outdated policies, by-laws and regulations	Regularly review, update and streamline municipal policies and legislation.
	Inadequate record management and institutional knowledge retention	Strengthen records management systems and document council resolutions accurately.
	Weak data collection and reporting systems	Develop reliable data collection, verification and management systems.
Service Delivery and Infrastructure Development	Infrastructure backlogs in rural communities	Utilise grants and municipal resources to expand roads, electricity and basic services.

	Delays in housing delivery	Strengthen implementation of the Housing Sector Plan and Housing Think Tank.
	Inadequate water and sanitation services	Strengthen collaboration with Harry Gwala District Municipality for service provision.
	Limited economic infrastructure to attract investment	Acquire and prepare strategic land for development.
	Poor infrastructure maintenance	Increase maintenance budgets and implement maintenance plans.
	Vandalism of municipal infrastructure	Implement community awareness programmes and appoint infrastructure caretakers.
	Procurement and project implementation delays	Improve SCM processes, contract management and project monitoring systems.
Local Economic Development and **Social Development**	High unemployment and low economic growth	Promote investment, labour-intensive projects and local enterprise development.
	Financial constraints facing SMMEs and cooperatives	Establish funding support mechanisms and partnerships with development agencies.
	Lack of economic transformation in tourism	Promote training, empowerment and participation of previously disadvantaged communities.
	Limited investment incentives	Develop incentives and rebates to attract investment.
	Food insecurity	Support community food production initiatives and agricultural programmes.
	Limited skills development opportunities	Facilitate internships, mentorships and training programmes.
	Underdeveloped ICT sector	Expand broadband infrastructure and mobile network coverage.
	Unsustainable SMMEs	Establish business incubation and enterprise support programmes.
	Cross-border economic and migration pressures	Strengthen cooperation with neighbouring municipalities and Lesotho authorities.
	Non-compliance with trading by-laws and regulations	Strengthen by-law enforcement through partnerships with law enforcement agencies.
	Crime and community safety concerns	Strengthen Community Safety Unit and partnerships with SAPS.
	Stray animals affecting communities and road users	Improve pound services and enforcement of animal control by-laws.
	Youth unemployment and social vulnerability	Expand youth development, recreation and empowerment programmes.
	Limited access to social facilities and opportunities	Improve provision of community facilities and social programmes.

Financial Viability and Management	High dependence on grants	Diversify revenue sources and develop revenue-generating projects.
	High consumer debt owed to the municipality	Strengthen debt collection and revenue management systems.
	Weak financial sustainability	Grow the rates base through investment attraction and development.
	Delays in procurement affecting service delivery	Strengthen SCM planning, compliance and capacity.
	Inadequate cost recovery	Improve billing, valuation verification and tariff reviews.
	Delayed submission of departmental procurement requirements	Improve planning and coordination between departments.
	Incomplete or inaccurate financial documentation	Strengthen financial controls and creditor communication systems.
Good Governance and Public Participation	Public dissatisfaction and negative perceptions	Improve communication, transparency and stakeholder engagement.
	Limited public participation and awareness	Strengthen community consultation and feedback mechanisms.
	Data quality and reporting challenges	Improve monitoring, evaluation and information management systems.
	Weak accountability and governance practices	Strengthen oversight structures, compliance and governance systems.
Spatial Planning and Environmental Management (Cross-Cutting)	Unsustainable development practices	Strengthen public awareness and development management processes.
	Capacity constraints within the Planning Unit	Fill critical planning posts and build institutional capacity.
	Limited recycling and waste management initiatives	Develop waste recycling projects linked to job creation.
	Non-compliance with planning and building regulations	Strengthen enforcement and compliance monitoring.
	Environmental degradation, erosion and climate change impacts	Promote environmental rehabilitation, climate resilience and sustainable land use planning.

6.1. SERVICE DELIVERY BUDGET IMPLEMENATTION PLAN (SDBIP)

The 2026/2027 Draft Service Delivery and Budget Implementation Plan (SDBIP) has been compiled and will be implemented.

An Organizational Performance Management System has also been established and monitoring and evaluation of the IDP and SDBIP will be carried out on a monthly whereby Head of Departments report progress during MANCO meetings as well as on quarterly basis by Mayor to Council, EXCO, Finance Committee, Audit Committee and MPAC.

6.2. PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Performance Management System (PMS) is a strategic management tool used by the municipality to plan, monitor, measure and review performance against the objectives and priorities contained in the Integrated Development Plan (IDP). It provides a mechanism for ensuring accountability, improving service delivery and promoting good governance through regular performance assessment and reporting.

The municipality's PMS is aligned to the Municipal Systems Act, the Municipal Planning and Performance Management Regulations and the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP translates the strategic objectives of the IDP into measurable programmes, projects, indicators and annual targets that are implemented and monitored by municipal departments throughout the financial year.

Performance is measured against the Six National Key Performance Areas (KPAs), namely:

Table 6: Six National Key Performance Areas (KPAs)

National KPA	Focus Area
KPA 1	Municipal Institutional Development and Transformation
KPA 2	Basic Service Delivery and Infrastructure Development
KPA 3	Local Economic Development
KPA 4	Municipal Financial Viability and Management
KPA 5	Good Governance and Public Participation
KPA 6	Cross-Cutting Interventions and Spatial Development

The 2026/2027 SDBIP contains performance indicators and targets across all municipal departments, including Corporate Services, Public Works and Basic Services, Community and Social Services, Budget and Treasury Office, Office of the Municipal Manager and Development and Town Planning Services. These indicators focus on service delivery, infrastructure development, financial management, governance, local economic development, institutional capacity building and spatial planning.

Performance monitoring is undertaken on a quarterly basis, with reports submitted to management, Council oversight structures and relevant committees. Mid-year and annual assessments are conducted to evaluate progress against predetermined objectives and targets. The municipality also undertakes performance assessments for Section 54 and 56 Managers as well as middle management employees to strengthen accountability and organisational performance.

The PMS is further integrated with other governance and monitoring mechanisms such as the Back-to-Basics Programme, risk management processes, internal audit reviews, Auditor-General Action Plans and performance reporting to COGTA and National Treasury. This integrated approach ensures that municipal performance remains aligned to legislative requirements, community priorities and developmental outcomes.

For the 2026/2027 financial year, the municipality will focus on:

- ☞ Improving institutional capacity through training and skills development programmes.

- Expanding and maintaining infrastructure, including roads, stormwater systems, community facilities and sports infrastructure.
- Supporting local economic development through SMME support, cooperatives development and job creation initiatives.
- Strengthening financial sustainability through improved revenue collection, budget management and expenditure controls.
- Enhancing governance, public participation, risk management and performance reporting.
- Improving land use management, building control and spatial planning through the review of the Land Use Scheme and implementation of SPLUMA-related functions.

This section provides sufficient strategic context for the IDP while allowing the detailed departmental indicators, projects and targets to remain contained within the approved SDBIP.

A.7. IMPLEMENTATION OF THE IDP

7.1. CATALYTIC PROJECTS

The municipality, in partnership with the Harry Gwala District Municipality, sector departments, state entities and private sector stakeholders, has identified a number of catalytic projects aimed at driving long-term economic development and investment. These projects focus on tourism, agriculture, agro-processing, renewable energy, logistics and cross-border trade.

Key projects include the proposed Underberg–Pevensey Rail Line and Alan Paton Train Station Revitalisation Project, which seeks to refurbish existing railway infrastructure and unlock tourism, trading and logistics opportunities within the Underberg-Himeville area. The Commercialisation of the Sani Pass Border Post aims to transform the existing tourist border into a commercial border facility, thereby facilitating trade, investment and economic integration between South Africa and Lesotho.

Within the agricultural sector, the proposed Agro-Processing Hub seeks to add value to agricultural products through food processing, packaging and logistics infrastructure, while supporting emerging and commercial farmers. At district level, the proposed Grain Storage and Handling Facility will strengthen agricultural value chains and improve market access for producers across the district.

Tourism remains a key economic driver, with the Harry Gwala Religious Tourism Route project focusing on the development and promotion of the historic Abbot Pfanner Trappist Trail, linking several mission stations and creating opportunities for accommodation establishments, tour operators and local enterprises.

The municipality has also benefited from the successful implementation of the Donnybrook Biomass Project, which has created employment opportunities and contributed to local economic development through renewable energy and industrial investment.

Collectively, these catalytic projects are expected to stimulate economic growth, create employment opportunities, strengthen agricultural production and beneficiation, improve regional connectivity and contribute towards the long-term development objectives of the municipality and the district.

Table 7: Catalytic projects

Project	Sector	Status
Underberg–Pevensey Rail Line & Alan Paton Station	Tourism, Transport & Trade	Concept Stage
Commercialisation of Sani Pass Border Post	Trade & Logistics	Concept Stage
Agro-Processing Hub	Agriculture & Manufacturing	Concept Plan Completed
Donnybrook Biomass Project	Renewable Energy & Industry	Completed and Commissioned
Harry Gwala Religious Tourism Route	Tourism	Feasibility Study Completed
District Grain Storage & Handling Facility	Agriculture & Logistics	Business Plan Completed

7.2. BUDGET ALLOCATIONS

Table 8: Budget Allocation

DESCRIPTION	2025/2026 Final Budget	2025/2026 Adjustment Budget	2026/2027 Draft Budget	2027/2028 Budget	2027/2028 Budget
REVENUE					
PROPERTY RATES AND PENALTIES	- 54 293 639	- 54 293 639	- 58 636 750	- 60 571 763	- 62 510 059
WASTE MANAGEMENT:REFUSE REMOVAL	- 4 861 014	- 5 421 671	- 6 160 342	- 6 314 350	- 6 472 209
LICENCES AND PERMMITS	- 1 215 855	- 1 345 855	- 1 382 254	- 1 416 810	- 1 452 230
TRAFFIC:COURT FINES	- 602 728	- 702 728	- 920 850	- 943 871	- 967 468
GOVERNMENT GRANTS AND SUBSIDIES	- 179 187 000	- 179 712 000	- 176 230 000	- 173 128 000	- 185 247 000
INTEREST EARNED - EXTERNAL INVESTMENTS	- 16 731 673	- 13 731 673	- 14 423 737	- 14 784 330	- 15 153 939
OTHER REVENUE	- 5 624 620	- 6 850 530	- 7 429 125	- 7 672 313	- 7 916 232
TOTAL REVENUE EXCLUDING INEP	- 262 516 529	- 262 058 096	- 265 183 057	- 264 831 438	- 279 719 137

Table 9: Budget Summary

KZN436 Dr Nkosazana Dlamini Zuma - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance										
Property rates	–	42,392	44,315	46,096	46,096	46,096	30,933	48,755	50,364	51,976
Service charges	4,197	4,379	4,528	4,861	5,422	5,422	3,282	6,160	6,314	6,472
Investment revenue	14,179	15,970	13,672	16,732	13,732	13,732	7,146	14,424	14,914	15,154
Transfer and subsidies - Operational	161,784	177,143	179,345	179,187	179,712	179,712	177,566	178,100	178,354	190,709
Other own revenue	54,139	24,527	21,558	15,641	17,097	17,097	9,607	19,624	20,263	20,870
Total Revenue (excluding capital transfers and	234,299	264,411	263,417	262,517	262,058	262,058	228,534	267,063	270,210	285,181
Employee costs	74,572	83,903	87,335	103,388	102,692	102,692	72,915	107,335	110,018	112,769
Remuneration of councillors	11,578	12,498	12,750	14,499	14,499	14,499	10,355	14,339	14,697	15,065
Depreciation and amortisation	45,220	48,555	52,810	54,038	55,038	55,038	35,924	55,038	56,414	57,824
Interest	2,280	2,412	2,799	1,240	486	486	1,876	101	103	106
Inventory consumed and bulk purchases	3,697	4,475	4,838	6,627	6,738	6,738	2,403	8,119	8,387	8,665
Transfers and subsidies	499	1,851	2,357	2,075	2,075	2,075	1,675	3,987	4,115	4,248
Other expenditure	90,161	97,678	103,089	114,818	115,299	115,299	70,483	110,442	112,962	116,675
Total Expenditure	228,008	251,372	265,979	296,684	296,826	296,826	195,633	299,360	306,697	315,351
Surplus/(Deficit)	6,291	13,039	(2,562)	(34,168)	(34,768)	(34,768)	32,901	(32,297)	(36,488)	(30,170)
Transfers and subsidies - capital (monetary allocations)	43,108	32,385	32,185	38,868	39,401	39,401	19,977	33,242	36,587	37,650
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers &	49,399	45,424	29,623	4,700	4,633	4,633	52,878	945	99	7,480
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	49,399	45,424	29,623	4,700	4,633	4,633	52,878	945	99	7,480
Capital expenditure & funds sources										
Capital expenditure	81,887	73,786	74,096	62,833	64,592	64,592	31,089	56,786	59,080	60,814
Transfers recognised - capital	–	736	54	33,798	33,931	33,931	19,263	28,906	31,815	32,739
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	17,981	14,522	18,635	29,034	30,261	30,261	11,825	27,880	27,265	28,075
Total sources of capital funds	17,981	15,257	18,689	62,833	64,192	64,192	31,089	56,786	59,080	60,814
Financial position										
Total current assets	174,177	189,278	199,228	160,934	199,692	199,692	268,425	204,657	202,198	209,438
Total non current assets	496,656	513,180	536,560	615,740	600,985	600,985	586,596	602,734	603,652	603,976
Total current liabilities	53,488	40,730	45,070	50,619	47,511	47,511	60,156	52,244	51,548	51,731
Total non current liabilities	10,349	13,101	14,426	23,347	26,285	26,285	12,915	27,320	27,320	27,320
Community wealth/Equity	677,313	697,197	723,249	702,708	726,882	726,882	761,147	727,827	726,343	733,937
Cash flows										
Net cash from (used) operating	110,393	105,833	533,802	56,420	56,655	56,655	(467,543)	58,007	57,777	66,616
Net cash from (used) investing	(12,527)	7,210	11,537	–	(73,145)	(73,145)	(226)	(63,804)	(66,392)	(68,337)
Net cash from (used) financing	(183)	(302)	(303)	–	–	–	(229)	–	–	–
Cash/cash equivalents at the year end	277,918	271,997	684,476	142,297	116,839	116,839	(334,669)	111,041	102,426	100,704
Cash backing/surplus reconciliation										
Cash and investments available	277,918	271,997	684,476	142,297	116,839	116,839	(334,669)	111,041	102,426	100,704
Application of cash and investments	6,355	(0)	533	–	(0)	(0)	20,999	10	(347)	(347)
Balance - surplus (shortfall)	271,563	271,997	683,943	142,297	116,839	116,839	(355,668)	111,031	102,774	101,052
Asset management										
Asset register summary (WDV)	496,656	513,180	536,560	615,740	600,985	600,985		602,734	603,652	603,976
Depreciation	45,220	48,555	52,810	54,038	55,038	55,038		55,038	56,414	57,824
Renewal and Upgrading of Existing Assets	63,906	58,528	55,513	19,162	18,498	18,498		14,722	26,546	20,977
Repairs and Maintenance	16,355	17,808	13,380	16,185	17,038	17,038		17,227	17,445	17,896
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	(833)	(18,688)	(19,735)	(24,882)	(24,882)	(24,882)		(12,906)	(24,882)	(25,703)
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

Table 10: Budget Financial Performance

KZN436 Dr Nkosazana Dlamini Zuma - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	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
Revenue - Functional										
Governance and administration		220,966	252,089	245,418	248,445	246,671	246,671	250,728	255,494	270,261
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		220,966	252,089	245,418	248,445	246,671	246,671	250,728	255,494	270,261
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		13,216	7,001	6,512	6,753	7,378	7,378	7,891	7,912	7,951
Community and social services		4,423	4,169	4,868	4,942	5,467	5,467	5,732	5,682	5,682
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		8,793	2,832	1,644	1,811	1,911	1,911	2,159	2,230	2,269
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		39,028	32,127	33,491	41,325	41,455	41,455	35,526	37,076	38,147
Planning and development		637	225	307	322	452	452	473	489	497
Road transport		38,391	31,901	33,184	41,003	41,003	41,003	35,053	36,587	37,650
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		4,197	5,579	10,181	4,861	5,955	5,955	6,160	6,314	6,472
Energy sources		–	1,200	4,786	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		4,197	4,379	5,395	4,861	5,955	5,955	6,160	6,314	6,472
Other	4	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	2	277,407	296,796	295,602	301,385	301,459	301,459	300,305	306,797	322,831
Expenditure - Functional										
Governance and administration		128,415	166,613	160,102	180,396	178,084	178,084	173,904	178,167	183,438
Executive and council		24,179	27,798	28,962	31,746	31,955	31,955	31,386	32,190	33,014
Finance and administration		102,278	136,059	128,413	144,732	142,614	142,614	139,074	142,447	146,804
Internal audit		1,959	2,756	2,727	3,919	3,515	3,515	3,445	3,531	3,619
Community and public safety		29,704	32,083	38,498	43,298	45,152	45,152	50,654	51,711	53,022
Community and social services		15,905	17,415	19,959	22,053	22,976	22,976	24,843	25,256	25,907
Sport and recreation		157	153	173	–	–	–	–	–	–
Public safety		13,217	14,057	15,578	20,237	19,799	19,799	22,198	22,752	23,320
Housing		425	458	2,788	1,009	2,377	2,377	3,613	3,703	3,795
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		49,957	54,955	51,040	57,993	59,245	59,245	56,577	58,113	59,692
Planning and development		13,640	12,331	10,156	24,432	23,805	23,805	24,344	25,049	25,777
Road transport		36,318	42,624	40,884	33,560	35,440	35,440	32,233	33,064	33,915
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		20,085	21,408	18,414	10,902	10,819	10,819	12,819	13,139	13,467
Energy sources		9,839	11,386	8,334	–	–	–	1,635	1,676	1,718
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		10,246	10,022	10,079	10,902	10,819	10,819	11,184	11,463	11,750
Other	4	1,958	1,844	1,777	5,095	4,526	4,526	5,407	5,567	5,731
Total Expenditure - Functional	3	230,119	276,902	269,831	297,684	297,826	297,826	299,360	306,697	315,351
Surplus/(Deficit) for the year		47,287	19,893	25,771	3,700	3,633	3,633	945	99	7,480

SECTION B – CHAPTER 2: PLANNING AND POLICY

B.1. INTRODUCTION

Planning policies provide a strategic framework that guides development and investment within the municipality. These policies ensure alignment between national, provincial, district and local planning objectives while promoting sustainable land use management, spatial transformation, environmental protection and coordinated service delivery. The municipality utilises various planning instruments, including the Integrated Development Plan (IDP), Spatial Development Framework (SDF), Land Use Scheme and sector plans to guide future growth and development.

B.2. PLANNING AND DEVELOPMENT OF PRINCIPLES

Dr Nkosazana Dlamini-Zuma Local Municipality adopts the following development principles.

- Development / investment must only happen in locations that are sustainable (NDP).
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres (SPLUMA Principles)
- Balance between urban and rural land development in support of each other (SPLUMA Principles)
- Compact urban form is desirable (SPLUMA Principles)
- Development must optimize the use of existing resources and infrastructure in a sustainable manner (SPLUMA, and National Strategy on Sustainable Development).
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized (SPLUMA).
- Development should be within limited resources (financial, institutional and physical NDP, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Stimulate and reinforce cross boundary linkages (SPLUMA).
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA).
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).

- Should there be a need for low-income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground.: from Housing to Sustainable Human Settlements).
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be implemented in a manner that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each area's unique competency towards its own self-reliance. This includes the need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increasing self-sufficiency (KZN PGDS).
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS).

Dr Nkosazana Dlamini-Zuma Local Municipality is a predominantly rural municipality. Thus, there are a number of rural policies from the DRDLR to be considered. Overarching to these strategies is the Comprehensive Rural Development Programme, which has as its aim the development of rural South Africa, to create vibrant, sustainable and equitable rural communities. The CRDP is different from past government strategies in rural areas due to its approach which focus on proactive participatory community-based planning rather than an interventionist approach to rural development.

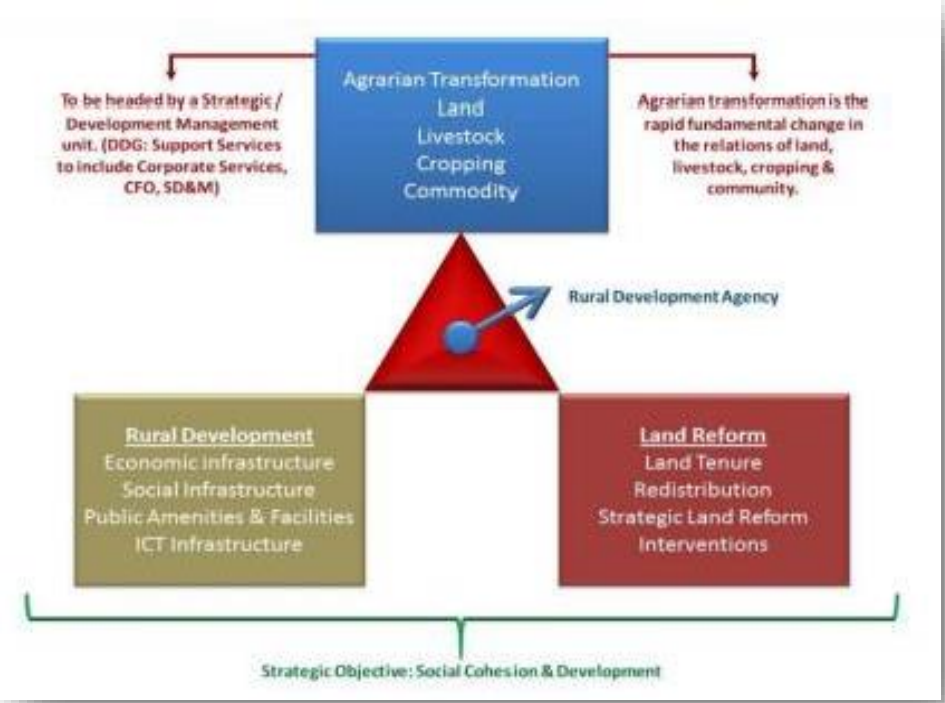
Through the polices to be implemented as part of the CRDP the following two main themes are present.

- Land Reform
- Agricultural Reform

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is “social cohesion and Development”

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects needs to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion on the Rural Areas.

Figure 4: CRDP Components



The CRDP Principles specify the following:

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

2.1. MUNICIPAL DEVELOPMENT GOALS

The aim of the Municipal Development Goals (MDGs) is to encourage development by improving social and economic conditions. It provides a framework for the entire community to work together towards a common end i.e. making sure that human development reaches everyone, everywhere.

Table 11: Municipal Development Goals (MDGs)

NO.	MDGS	NDZ MUNICIPAL STRATEGY
Goal 1.	Eradicate extreme poverty and hunger	☞ To continue facilitating the implementation of the Operation Sukuma Sakhe Programme and other municipal programs (EPWP, CWP, etc) ☞ To continue ensuring that the needs of child-headed households and vulnerable children are addressed ☞ To promote the involvement and skills development of Women, Youth and the Disabled in LED projects and activities ☞ To contribute towards the development of the Tourism Sector
Goal 2.	Coordinate and support education in the community	☞ Coordinating the relevant education forums ☞ School monitoring programs e.g. back to school ☞ Learner motivational programs e.g. bursaries, stationery, etc.
Goal 3.	Promote gender equality and empower women	☞ To ensure compliance with the employment equity plan ☞ To promote the involvement and skills development of Women, Youth and the Disabled in LED projects and activities
Goal 4.	Reduce the child mortality rate	☞ Working close to the Department of Health and Social Development through Operation Sukuma Sakhe/Phila Mtwana program in ensuring that the child mortality rate is reduced ☞ Monitoring of child mortality through Local Aids Council
Goal 5.	Improved maternal health	☞ Working in collaboration with the Department of Health in dealing with maternal health issues ☞ Monitoring of child mortality and maternal health through Local Aids Council
Goal 6.	Combat HIV/AIDS,TB and other diseases	☞ Combat HIV/AIDS and other diseases by ensuring the effective functioning of Local Aids Council and Ward Aids Committees

Goal 7.	Ensure environmental sustainability	☞ Develop environmental management plan ☞ Enforce the adherence of bylaws ☞ Maintain our status as a World Heritage Site through adoption of relevant policies ☞ To promote the sustainability and protection of the municipality's natural resources
Goal 8.	Develop strategic partnerships for development	☞ Embark on Private Public Partnership to improve infrastructure development ☞ To improve inter-departmental and external (including IGR) communication ☞ Ensure that public participation structures are established, well-capacitated and functional ☞ Participation in LED forums

B.3. POLICY FRAMEWORK

3.1. THE MUNICIPAL SYSTEMS ACT (32 OF 2000)

The Local Government: Municipal Systems Act, 32 of 2000 is a key piece of South African legislation that gives effect to the constitutional vision of democratic, developmental local government. Its main purpose is to provide the legal framework for how municipalities should be established, organised, governed, and managed to ensure sustainable service delivery, social and economic development, and accountable local governance.

The Act defines the role of municipalities as the sphere of government closest to communities, responsible for providing basic services, promoting social and economic development, and creating a safe and healthy environment. It emphasises that municipalities must structure and manage their administration, budgeting, and planning processes to prioritise the basic needs of communities, particularly the poor and marginalised.

A central principle of the Act is developmental local government, which requires municipalities to work with citizens and community groups to find sustainable ways to meet social, economic, and material needs. This approach links service delivery directly to broader development outcomes such as poverty reduction, spatial integration, and improved quality of life.

The Act introduces Integrated Development Planning (IDP) as the primary strategic planning instrument for municipalities. Every municipality is required to prepare and adopt an IDP that sets out its long-term development vision, strategic objectives, spatial development framework, sector plans, and aligned budgeting priorities, ensuring coordination across municipal departments and other spheres of government.

Community participation is a core requirement of the Municipal Systems Act. Municipalities must encourage and create mechanisms for communities, ward committees, and stakeholders

to participate in decision-making, planning, performance management, and service delivery processes, thereby strengthening democracy, transparency, and accountability at the local level.

The Act regulates municipal service delivery, including the provision of services by the municipality itself or through external mechanisms such as municipal entities or private service providers. It sets conditions for service delivery agreements, ensures affordability and sustainability, and protects communities from service interruptions without due process.

To improve accountability and efficiency, the Act establishes a performance management system for municipalities. Municipalities must set measurable performance targets, regularly monitor and review performance, and report to communities and other spheres of government on progress made in achieving development and service delivery goals.

The Act also addresses municipal administration and human resources, setting out principles for an accountable, transparent, and professional administration. It regulates the appointment of municipal managers and senior officials, promotes ethical conduct, and separates political leadership from administrative management to reduce interference and improve governance.

Financial and organisational sustainability is emphasised throughout the Act. Municipalities are required to manage resources efficiently, align planning with budgeting, and ensure that services are provided in a financially viable manner, while still meeting constitutional obligations to provide basic services equitably.

Overall, the Municipal Systems Act provides a comprehensive framework for transforming local government after apartheid by promoting participatory democracy, integrated planning, accountable administration, and sustainable service delivery. It seeks to ensure that municipalities become effective instruments for development, social justice, and improved living conditions for all communities, while strengthening cooperation between citizens, councils, and administrations.

3.2. THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO.16 OF 2016

The Spatial Planning and Land Use Management Act, (Act No 16 of 2013) is a piece of National legislation that guides spatial planning and land use management in South Africa. It promotes uniformity in planning and development. To achieve this, it initiates the alignment of plans and frameworks from all spheres of government i.e. National, Provincial and Local. SPLUMA seeks to redress historical spatial injustices and fragmentation by promoting inclusive and equitable spatial planning through its monitoring, co-ordination and evaluation framework.

The revised function of SPLUMA replaces all provincial and municipal legislation that controls spatial planning. As a form of legislation, it provides the development principles, which are affected by national policy. It outlines guidelines for the development of spatial development

frameworks (SDFs) and land use scheme. SPLUMA requires all municipalities to develop a wall-to-wall land use scheme by the year 2018.

Accordingly, Dr Nkosazana Dlamini-Zuma Local Municipality has initiated a process towards the preparation of an Urban Scheme and a Rural Land Use Management Policy for its area of jurisdiction. The local municipality takes cognizance of the guidelines provided by SPLUMA and subsequently, the land use scheme will be aligned to these guidelines. In total, the municipality aims to adopt the requirements and regulations provided by SPLUMA in all aspects of spatial planning procedures and decision-making processes. The Scheme and the rural policy will be prepared in terms of applicable legislation and guidelines.

3.3. THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

The proposed Sustainable Development Goals (SDGs) are an intergovernmental set of aspiration Goals with 169 targets which are an improvement to the Millennium development goals (MDGs). The SDG framework is all about dealing with key systematic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity, and environmental degradation that the MDGs did not pay attention to either. The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. The SDGs have considered all countries, although the relevance of each goal will vary from country to country. The framework can be understood differently at different scales of action and for different issues. The SDG framework also reflects the shared interest and responsibilities for addressing global challenges by governments at the nation-state level. These are summarised below:

- **Goal 1**: End poverty in all its forms everywhere
- **Goal 2**: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- **Goal 3**: Ensure healthy lives and promote well-being for all at all ages
- **Goal 4**: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
- **Goal 5**: Achieve gender equality and empower all women and girls
- **Goal 6**: Ensure availability and sustainable management of water and sanitation for all
- **Goal 7**: Ensure access to affordable, reliable, sustainable, and modern energy for all
- **Goal 8**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **Goal 9**: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- **Goal 10:** Reduce inequality within and among countries
- **Goal 11**: Make cities and human settlements inclusive, safe, resilient and sustainable
- **Goal 12**: ensure sustainable consumption and production patterns
- **Goal 13**: Take urgent action to combat climate change and its impacts
- **Goal 14**: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- **Goal 15**: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **Goal 16**: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **Goal 17**: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

3.4. THE NATIONAL DEVELOPMENT PLAN (VISION 2030)

The primary purpose of National Development Plan (NDP) is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target orientated and long term-based plan. In this plan, a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard.

Table 12: Alignment of NDZ LM to NDP

NATIONAL DEVELOPMENT PLAN	DR NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITY MUNICIPAL STRATEGY
Create Jobs	☞ To create an awareness of the existing tourism and LED opportunities ☞ To facilitate the development of local emerging farmers to achieve commercial status ☞ To diversify economic opportunities targeting vulnerable groups
Expand infrastructure	☞ To ensure provision of access roads ☞ To ensure the provision of electricity/energy within the municipality ☞ To ensure the provision of community facilities i.e., community halls and sport-fields, etc. ☞ To finalise and implement a maintenance plan
Human resource development	☞ To develop and implement a human resource plan
Inclusive planning	☞ To keep communities and stakeholders informed and involved in the affairs of the municipality through public participation

	☞ Deepen democracy through refined ward community participation

3.5. NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF), 2019

The National Spatial Development Framework (NSDF) of April 2019 is South Africa's first comprehensive national spatial planning framework prepared under the Spatial Planning and Land Use Management Act (SPLUMA), 2013, and aligned with the National Development Plan (NDP) 2030. Its core aim is to guide long-term spatial development and public and private investment decisions in order to address deep-rooted spatial inequality, inefficiency, and fragmentation inherited from colonialism and apartheid.

The NSDF recognises that South Africa's current spatial form—characterised by segregated settlements, long travel distances, marginalised rural areas, and unequal access to land, services, and opportunities—continues to entrench poverty, unemployment, and inequality. These patterns are the result of deliberate historical spatial planning and investment decisions that favoured a minority while excluding the majority from economic centres and well-serviced areas.

The framework situates spatial transformation as central to national development and argues that economic growth, social justice, and environmental sustainability cannot be achieved without fundamentally changing how space is planned, managed, and invested in. It emphasises that spatial patterns shape social and economic interactions, and that without decisive national intervention, existing inequalities will persist despite progressive policies.

The NSDF sets out a national spatial development vision of a shared, inclusive, resilient, and prosperous South Africa, supported by a new spatial development logic. This logic requires a shift from fragmented, reactive, and sector-driven planning towards coordinated, place-based, and long-term spatial planning that integrates infrastructure, social services, economic development, and environmental management across all spheres of government.

Central to the framework are several necessary spatial "shifts," including moving from peripheral and exclusionary development to spatial justice and integration; from urban–rural separation to urban–rural interdependence; from ecological degradation to environmental sustainability; and from inefficient infrastructure spending to targeted, strategic investment that maximises social and economic returns.

To operationalise this vision, the NSDF identifies six national spatial development levers: urban regions and cities as engines of inclusive growth and innovation; national development corridors as drivers of new economic opportunities; productive rural regions as foundations for agrarian reform and food security; equitable social service provision; a protected and resilient ecological infrastructure system; and integrated transport, energy, and communication networks.

The framework introduces a set of spatial planning instruments to guide investment, including an ideal national spatial development pattern, a supra-national spatial frame, and four national sub-frames focusing on urban networks, resource production regions, connectivity

infrastructure, and ecological systems. These are intended to align spatial priorities across government sectors and guide both public and private investment decisions.

In addition, the NSDF identifies five National Spatial Action Areas (NSAAs) as priority zones for coordinated intervention: national transformation corridors, the central innovation belt, national resource risk areas, major national urban regions, and arid-innovation regions. These areas represent locations where targeted investment can unlock economic potential, manage environmental risk, and advance spatial transformation at scale.

The implementation framework outlines the roles and responsibilities of national, provincial, and local government, emphasising cooperative governance, alignment of planning and budgeting systems, and continuous monitoring and evaluation. It highlights the importance of institutional capacity, collaboration, and clear accountability to ensure the NSDF translates from policy into tangible spatial change on the ground.

Overall, the NSDF is positioned as a decisive, long-term intervention to break South Africa's apartheid spatial legacy by 2050. It provides a strategic roadmap for transforming settlements, infrastructure investment, land use, and resource management in a way that supports inclusive economic growth, social equity, environmental resilience, and a shared national future, while warning that failure to act will deepen inequality, inefficiency, and national risk.

3.6. GOVERNMENT OUTCOMES 1 – 14

South Africa's 14 National Priority Outcomes are a strategic, outcomes-based framework used by the government to drive the objectives of the National Development Plan (NDP). The framework ensures integrated service delivery and accountability across all spheres of the state apparatus.

The 14 National Outcomes
The specific focus areas are outlined below: [1]

- Outcome 1: Quality Basic Education
- Outcome 2: A Long and Healthy Life for All South Africans
- Outcome 3: All People in South Africa Are and Feel Safe
- Outcome 4: Decent Employment Through Inclusive Economic Growth
- Outcome 5: A Skilled and Capable Workforce to Support an Inclusive Growth Path
- Outcome 6: An Efficient, Competitive, and Responsive Economic Infrastructure Network
- Outcome 7: Vibrant, Equitable, and Sustainable Rural Communities for Food Security
- Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life
- Outcome 9: Responsive, Accountable, Effective, and Efficient Local Government System

- Outcome 10: Environmental Assets and Natural Resources that are Well Protected and Continually Enhanced
- Outcome 11: Create a Better South Africa and Contribute to a Better and Safer Africa and World
- Outcome 12: An Efficient, Effective, and Development-Oriented Public Service
- Outcome 13: An Inclusive and Responsive Social Protection System
- Outcome 14: Nation Building and Social Cohesion

3.7. NATIONAL PRIORITIES - STATE OF THE NATION 2025 (SONA)

His Excellency President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) to a joint sitting of the National Assembly and National Council of Provinces held at the Cape Town City Hall on Thursday, 12 February 26th of February 2026.
The 2026 State of the Nation Address focused on driving inclusive economic growth, and modernizing infrastructure.

- Over three years, government is committing more than R1 trillion in public investment to build and maintain infrastructure. This is the largest allocation of its kind in South Africa's history.
- To ensure water security in the long term, government is building new dams and upgrading existing infrastructure; committing to more than R156 billion in public funding for water and sanitation infrastructure over the next three years.
- State Property Company In 2026, government will establish a professional State Property Company to transform the 88 000 buildings and five million hectares of land owned by the State into professionally managed engines of growth and development.
- Critical minerals and industrial development The Industrial Development Corporation has announced more than R300 million in funding for the Frontier Rare Earths Project in the Northern Cape. This has the potential to become one of the world's largest and lowest cost new producers of minerals that are needed for smartphones, lithium batteries and other products.
- Over the course of the first five South Africa Investment Conferences, the country was able to raise R1.5 trillion in investment commitments. To date, over R600 billion has flowed into projects; with new factories, mines and other facilities being opened each year.
- This year, government will introduce regulatory changes that will make it much easier for businesses to participate in the Youth Employment Service programme and create jobs for young people.
- Government will also expand public employment programmes, including the Community Workers Programme, Expanded Public Works Programme and the Presidential Employment Stimulus to strengthen coordination between income support, skills development and pathways into longer-term work, particularly for young people and women.
- To promote inclusion, government will increase employment equity targets of persons with disabilities in the Public Service to 7% by 2030, and mandate a 7% preferential procurement target across all government and public entities. 10 000 new extension

officers will be deployed to support farmers and improve agricultural productivity, creating opportunities for youth employment in the agricultural sector.

- ☞ Through the Blended Finance Scheme, working with the Land Bank and commercial banks, government has provided R7.8 billion in innovative funding to black producers.
- ☞ Addressing the footand- mouth disease crisis million cattle of the national herd will be facilitated by government and will require 28 million vaccines over the next 12 months.

3.8. NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT (NSSD) 2008

South Africa's National Strategy for Sustainable Development (NSSD) is a long-term, proactive framework designed to integrate environmental protection, social equity, and economic efficiency. It guides government, civil society, and business in eradicating poverty while ensuring natural resources are used sustainably and protected for future generations.

- **Enhancing Systems for Integrated Planning:** Improving coordination across different government departments and civil society for better implementation of sustainable policies.
- **Sustaining Ecosystems:** Promoting the efficient use of natural resources and protecting ecological infrastructure to prevent the breaching of vital environmental thresholds.
- **Transitioning to a Green Economy:** Fostering economic growth through investments in sustainable infrastructure, clean technologies, and renewable energy.
- **Building Sustainable Communities**: Creating resilient, healthy living spaces and reducing severe inequalities by providing basic resources and green jobs.
- **Responding to Climate Change:** Proactively addressing global and local climate vulnerabilities through mitigation and adaptation strategies.

3.9. THE BACK-TO-BASICS APPROACH

Dr Nkosazana Dlamini-Zuma Local Municipality adopts the Back-to-Basics development approach, which calls for a more focused intergovernmental commitment to underline a functional local municipality. The Back to Basics Programmes provides the local municipality with the guidance to ensure good performance in the key areas of function by prioritizing on the following:

- Basic Services
- Good governance
- Substantive Community Involvement
- Sound financial management
- Responsive Administration

Table 13: Back to Basics

BACK TO BASICS COMPONENT	OBJECTIVE
1. Basic Services: Creating conditions for decent living	☞ Develop and maintain infrastructure within the municipality ☞ Implement infrastructure maintenance plan ☞ Ensure provision of Free Basic Services ☞ Job creation through EPWP
2. Good Governance	☞ Clear description of roles and responsibilities. ☞ Transparency and accountability ☞ Community engagement
3. Substantive Community Involvement	☞ Regular and concise reporting (regular reports by ward councilors) ☞ Regular feedback on petition and complaints ☞ Clean engagement platforms with civil society ☞ Accountable and responsive governance
4. Sound Financial Management	☞ Proper bookkeeping of annual financial statements ☞ Cut wasteful expenditure ☞ Functional supply chain management structures with appropriate oversight ☞ Increase revenue base ☞ Ensure credit and internal controls ☞ Ensure serious consequences for corruption, maladministration and fraud ☞ Greater transparency and scrutiny for supply management
5. Building Capable Local Government Institutions	☞ Functional administration through a proper system of delegation ☞ Regular interaction between management and organized labour ☞ Shares scarce skills services at district level ☞ Performance management ☞ Competency in staff ☞ Realistic organogram that should be aligned to municipal development strategy

3.10. PROVINCIAL PRIORITIES - STATE OF THE PROVINCE ADDRESS 2026 (SOPA)

KZN Premier Thami Ntuli's 2026 State of the Province Address (SOPA), delivered in Pietermaritzburg, focused on the Government of Provincial Unity's agenda to stabilize the fiscus and drive economic growth. Key focus areas included:

Eight focus areas

Eight Focus Areas, namely: rebuilding the economy; strengthening local government and governance; advancing sustainable dialogue; improving healthcare and education; delivering better human settlements; improving community safety; mitigating the impact of climate change; and building a capable, ethical, and developmental state.

- The province also secured more than R100 billion in investment pledges from local and international investors, with projects expected to create over 100,000 jobs.
- Tourism remained a key contributor to the economy, generating around R13 billion during the festive season, while approximately 54,000 new jobs were created during mid-2025.
- High unemployment remains a concern, with KwaZulu-Natal requiring approximately 461,000 additional jobs to reduce unemployment from 30.8% to 20%. Government estimates that around R168 billion in investment is needed to achieve this target.
- Agriculture priorities include crops such as macadamia, hemp, cotton, avocado, and livestock production.
- Businesses raised concerns about regulatory delays, fragmented decision-making, and excessive administrative red tape that slowed down investment projects.
- Government committed to revitalising unused government-owned farms and supporting land reform farms with funding, infrastructure, and technical assistance.
- The Department of Social Development allocated R3.613 billion for the 2025/26 financial year to support vulnerable groups, child protection services, youth empowerment, and community development programmes.
- The Secondary Cities Programme is intended to reduce economic concentration in Durban, which currently generates more than 60% of the province's GDP. By investing in these secondary cities, government hopes to promote balanced regional development, attract investment, create jobs, and build stronger local economies across the province.
- The Amakhosi Empowerment Programme was introduced as an accredited training initiative that will train 50 traditional leaders annually over five years.
- Over 4,000 Community Health Workers were permanently employed in 2026, improving stability in frontline healthcare.
- Significant funding has been allocated for education, including support for Grade R teachers, early childhood development, infrastructure, and the Teacher Assistants Programme.
- To support recovery and rebuilding, the national government allocated about R1.44 billion in disaster funding during 2025, with KwaZulu-Natal receiving significant financial support for repairing roads, restoring water and electricity services, rebuilding municipal infrastructure, and assisting affected communities.
- The government has allocated R216 million to repair potholes, addressing a backlog of 3.12 million square metres.

3.11. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY /PLAN (PGDS/P)

The Revised 2016 KwaZulu-Natal Provincial Growth Development Strategy (KZN PGDS) bolsters the province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world". The plan recognizes that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. The PGDS provides a long-term vision for KZN, presenting the situational overview along with the strategic analysis of the province. This strategy focuses on sustainable growth and development through addressing social, economic, environmental, infrastructural, governance and spatial issues.

Figure 5: PGDS 7 Strategic Goals



The strategy is built on seven strategic goals (inclusive economic growth, human resource development, human and community development, environmental sustainability, infrastructure development, governance and policy and spatial equity) along with thirty-one objectives, of which new amendments of strategies have occurred such as to enhance spatial economic development, waste management capacity and expand the application of green technologies to achieving this. The vision is aimed to be achieved by the year 2035. PGDS also underscores the general spatial intentions of the strategy and serves as provincial guiding principles which should, ideally, be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

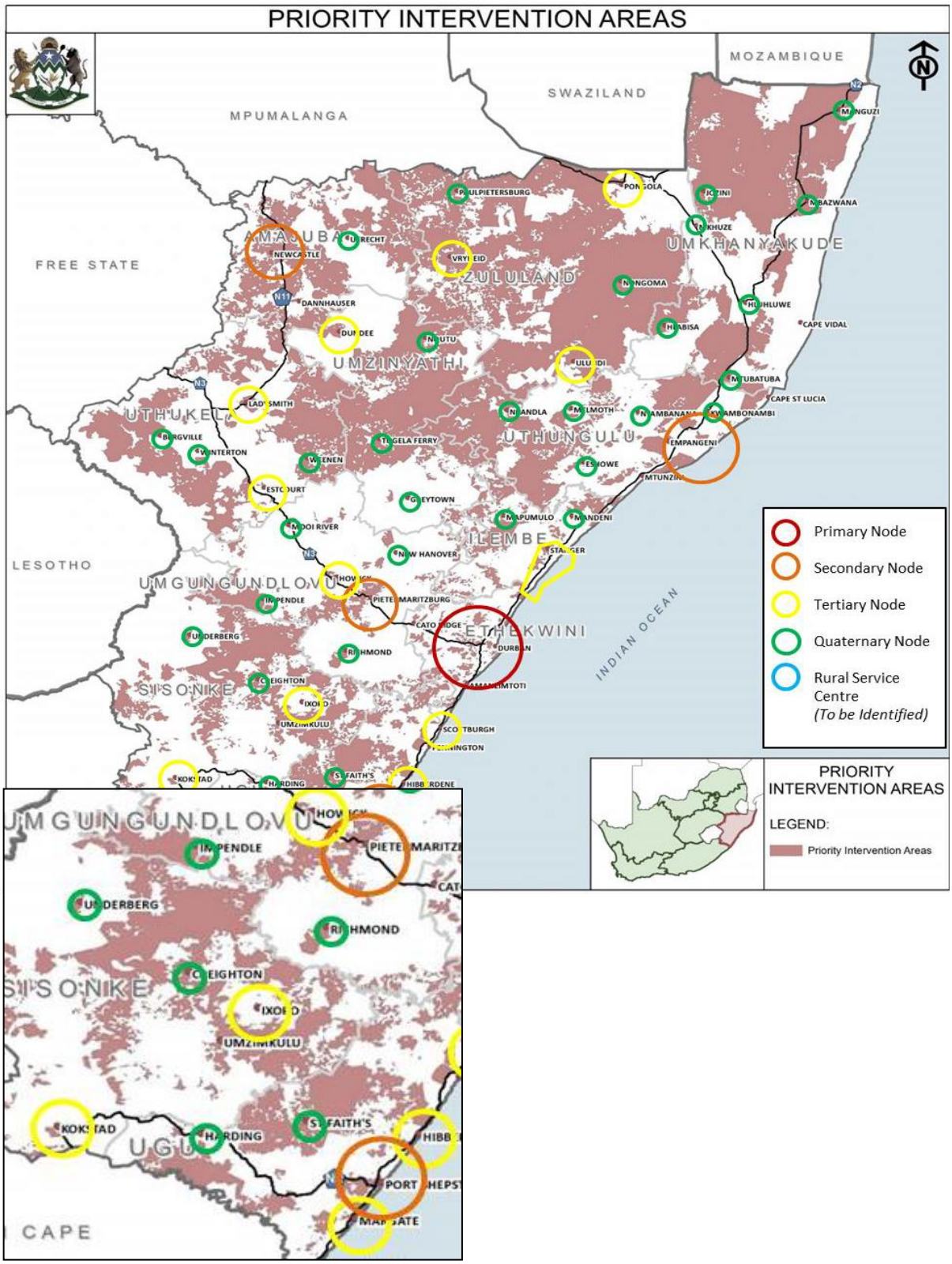
The PGDS is furnished with a provincial development framework that informs the implementation of the prescribed development objectives and envisaged interventions set within the PGDS. The PGDS takes cognizance of the areas beyond the boundaries of major urban centres, i.e. small services centres that are mainly poverty-stricken areas; it states that these areas should not be marginalized from development. In this regard, Creighton and Underberg in the municipality are identified as a quaternary node, which the PGDS defines as follows:

Table 14: PGDS Strategic Goals & Objectives

LISTING OF STRATEGIC GOALS and OBJECTIVES		
STRATEGIC GOAL	No	STRATEGIC OBJECTIVE 2016
1 INCLUSIVE ECONOMIC GROWTH	1.1	Develop and promote the agricultural potential of KZN
	1.2	Enhance sectoral development through business retention and through trade and investment
	1.3	Enhance spatial economic development
	1.4	Improve the efficiency, innovation and variety of government-led-job creation programmes
	1.5	Promote SMME and entrepreneurial development
	1.6	Enhance the Knowledge Economy
2 HUMAN RESOURCE DEVELOPMENT	2.1	Improve early childhood development, primary and secondary education
	2.2	Support skills development to economic growth
	2.3	Enhance youth and adult skills development and life-long learning
3 HUMAN AND COMMUNITY DEVELOPMENT	3.1	Eradicate poverty and improve social welfare services
	3.2	Enhance health of communities and citizens
	3.3	Safeguard and enhance sustainable livelihoods and food security
	3.4	Promote sustainable human settlements
	3.5	Enhance safety and security
	3.6	Advance social cohesion and social capital
	3.7	Promote youth, gender and disability advocacy and the advancement of women
4 STRATEGIC INFRASTRUCTURE	4.1	Development of seaports and airports
	4.2	Develop road and rail networks
	4.3	Develop ICT infrastructure
	4.4	Ensure availability and sustainable management of water and sanitation for all
	4.5	Ensure access to affordable, reliable, sustainable and modern energy for all
	4.6	Enhance KZN waste management capacity
5 ENVIRONMENTAL SUSTAINABILITY	5.1	Enhance resilience of ecosystem services
	5.2	Unlock the green economy
	5.3	Adapt and respond to climate change
6 GOVERNANCE AND POLICY	6.1	Strengthen policy, strategy coordination and IGR
	6.2	Build government capacity
	6.3	Eradicate fraud and corruption
	6.4	Promote participative, facilitative and accountable governance
7 SPATIAL EQUITY	7.1	Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities
	7.2	Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

Table 15: PGDS Classification of Nodes

Intervention Node	Broad Intended Function
Quaternary Nodes	These nodes are mainly centres, which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Nongoma, Nkandla, Bergville, Greytown, Underberg



Map 3: Identification of Creighton & Underberg by the PGDS

It serves to highlight that the Dr Nkosazana Dlamini-Zuma Local Municipality Spatial Development Framework (SDF) is mindful of the specifications made by the PGDS for spatial development that harnesses economic growth within and around development nodes situated in priority intervention areas, such as Creighton and Underberg

3.12. MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) 2019-2024

The Medium-Term Strategic Framework (MTSF) 2019-2024 is South Africa's five-year implementation and monitoring plan for the National Development Plan (NDP) Vision 2030. Directed by the sixth administration, it serves as the organizing framework for government to tackle the triple challenges of poverty, inequality, and unemployment through seven core priorities.

The framework's interventions are structured around seven apex priority areas:

Priority 1: Building a Capable, Ethical, and Developmental State - Focuses on professionalism, rooting out corruption, and institutional alignment.

Priority 2: Economic Transformation and Job Creation - Aims to remove structural barriers to investment, support key industries (including 4IR), and expand energy security.

Priority 3: Education, Skills, and Health - Strives to improve educational outcomes, build a skilled workforce, and increase access to quality healthcare.

Priority 4: Consolidating the Social Wage - Focuses on social protection, poverty reduction, and the delivery of reliable basic services.

Priority 5: Spatial Integration and Local Government - Seeks to fix fragmented urban and rural settlements, improve public transport, and stabilize municipalities.

Priority 6: Social Cohesion and Safe Communities - Aims to build united communities, address gender-based violence (GBV), and reduce violent crime.

Priority 7: A Better Africa and World - Focuses on regional integration, advancing continental trade (AfCFTA), and promoting global peace and security.

3.13. INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) is South Africa's national policy blueprint adopted in 2016 to guide the growth and management of urban areas. It advocates for a "New Deal" to reverse apartheid spatial legacy by steering urban development toward compact, connected, and integrated cities.

The IUDF is built around four strategic goals and executed through nine specific policy levers:

The 4 Strategic Goals

- **Spatial Transformation:** Forging new spatial forms to undo segregation and sprawling development.

- **Access**: Ensuring all citizens have equitable access to social and economic opportunities, services, and choices.
- **Growth:** Harnessing urban dynamism to promote inclusive, sustainable economic development.
- **Governance:** Enhancing the capacity of the state and society to work together to achieve true social integration.

The 9 Policy Levers

To achieve these goals, the framework outlines actionable levers for all spheres of government:

- **Integrated Urban Planning and Management:** Creating well-planned, efficient, and resource-saving towns.
- **Integrated Transport and Mobility**: Shifting toward reliable, accessible, and transit-oriented public transport.
- **Integrated and Sustainable Human Settlements**: Upgrading informal settlements and creating humane, integrated housing options.
- **Integrated Urban Infrastructure:** Delivering reliable water, sanitation, and energy to support growing populations.
- **Efficient Land Governance and Management**: Streamlining spatial development regulations and land administration.
- **Economic Development:** Leveraging the economic potential of cities to generate jobs and foster small businesses.
- **Active Community Participation**: Empowering residents to engage in local governance and urban life.
- **Sustainable Finances:** Building the financial capacity and revenue streams of municipalities.
- **Empowered Governance**: Strengthening the leadership, administrative capacity, and cooperative governance of local municipalities

3.14. DISTRICT GROWTH DEVELOPMENT PLAN (DGDP)

The Harry Gwala District Growth and Development Plan (DGDP) delineate the desired growth path to the year 2030 within the district. The plan illustrates how the national 2030 development vision set out in the National Development Plan (NDP) is being internalized by the district at local government level. Accordingly, the vision set out in the DGDP reads as follows:

"By 2030 Growth and Development in the Harry Gwala District Municipality will have significantly improved the quality of life in the area."

The plan suggests active participation in the economy as one of the key measures to achieve this vision. Harry Gwala DM has internalized the seven Provincial Strategic Goals outlined in the Provincial Growth and Development Plan (PGDP) to identify key drivers for growth and

development, with the associated overarching objectives in the district. Illustrated below is the municipality's alignment thereof.

Table 16: PGDS alignment

DRIVER OF GROWTH AND DEVELOPMENT	OBJECTIVE	DR NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITY STRATEGY
Agriculture and Agro-Industry	Skills Development	☞ The municipality seeks to achieve diversification in the agricultural sector by developing local skills in the sector. ☞ The local municipality has adopted an Agricultural Youth Mentorship Programme that is facilitated by a public-private partnership, through which the municipality maximizes job creation in the sector. ☞ Projects: Bio-Fuel Project, Timber Hub in Donnybrook and the Heifer Project.
	SMME Development and Support	☞ LED Strategy ☞ SMMEs and Co-operative Support Plan ☞ SMMEs and Co-operatives Strategy and Implementation Plan (currently being drafted)
	Infrastructure Provision	☞ Newly constructed Long-Life Milk Factory ☞ Proposed development of a Timber Hub in Donnybrook.
Tourism	Skills Development Spatial Restructuring	☞ The local municipality has identified the major tourism assets in the municipal area, ☞ Identification of the municipality's comparative advantage: Network of Trappist Missions, Diversity of bird life and the Cape/Natal branch railway line. ☞ The municipality continues to develop the above-mentioned into niche brands to create a competitive tourism destination. ☞ Tourism development is also implemented through the NDZ Municipality Mission Tourism Strategy. ☞ Facilities that contribute to skills development in the sector include the South African Hang Gliding and Paragliding Association situated within the municipality ☞ The following qualifies the infrastructure provision and job creation ensured the municipality in local tourism sector: ☞ Construction of a horse racing track within the municipality;

DRIVER OF GROWTH AND DEVELOPMENT	OBJECTIVE	DR NKOSAZANA DLAMINI-ZUMA LOCAL MUNICIPALITY STRATEGY
		☞ Maintenance of the branch railway line; ☞ Upgrade of the old station building in Creighton; ☞ R12 million investment in rail infrastructure ☞ Gerard Bhengu Art Gallery in Centocow
Public Sector Services	Skills Development Spatial Restructuring	☞ Proposed development of a police station in Donnybrook ☞ Proposed development of new municipal offices in Bulwer ☞ Proposed development of a community centre in Bulwer ☞ Implementation of a Youth Development Plan that aims to drive and advance the local youth to be able to effectively contribute and benefit from the socio-economic platforms in the municipality. ☞ The municipality recently developed a comprehensive Maintenance Strategy/Plan to guide and monitor the quality-of-service delivery by the local municipality in its area of jurisdiction. ☞ Municipality as adopted a HIV/AIDS Sector Plan to extend public health and social services to the population ☞ War Rooms are conducted on a weekly basis in each electoral ward to air and address social service delivery issues, amongst other issues.

3.15. DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model (DDM) is a South African government strategy aimed at improving cooperative governance and accelerating service delivery. It operates on an "All of Government and Society" approach, aligning the national, provincial, and local spheres of government to function as a single unit within 52 specific developmental spaces (44 districts and 8 metros).

Key Pillars

The DDM is anchored by the concept of "One District, One Approach, One Plan, One Budget," focusing on four core elements:

One Plan: A long-term, strategic framework that outlines the service delivery challenges, economic opportunities, and spatial development needs for each district or metro.

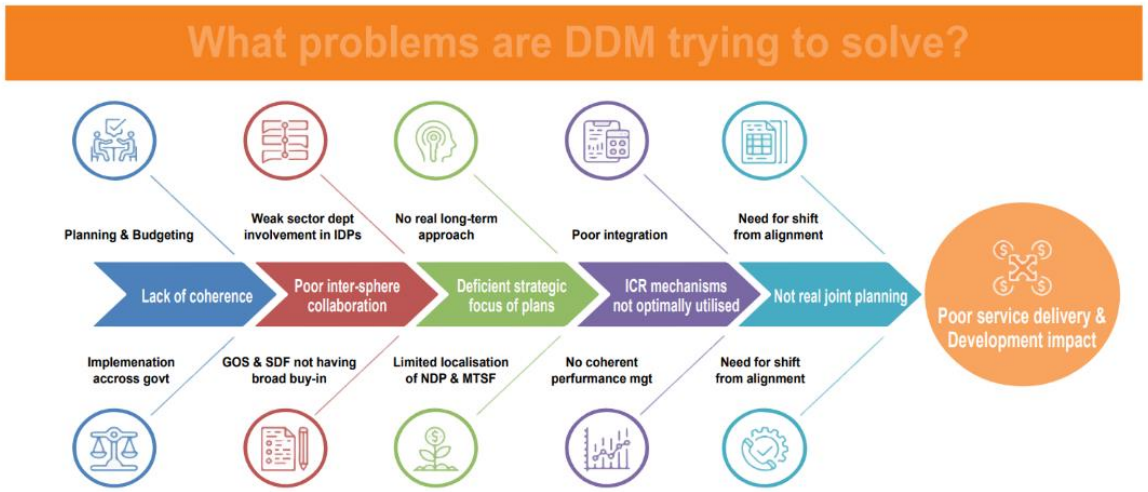
One Budget: The financial integration of budgets across national, provincial, and local departments to ensure that funds are pooled and targeted at mutually agreed-upon priorities, avoiding duplication.

Integrated Planning: Aligning the priorities of all three spheres of government so that they work in unison rather than in isolation.
Spatial Alignment: Using exact district boundaries as primary hubs for government and private sector investment.

Primary Objectives

Eliminate Silos: To break down the fragmentation and duplication of efforts between different government departments.
Accelerate Service Delivery: To address poverty, unemployment, and inequality through focused, localized socio-economic interventions.
Support Local Municipalities: To build government capacity and narrow the distance between citizens and government by strengthening capacity at the district and city levels.
Drive Economic Growth: To boost local economic development, job creation, and infrastructure investment.

Figure 6: DDM Objectives



SECTION C – CHAPTER 3: SITUATIONAL ANALYSIS

C.1. DEMOGRAPHIC CHARACTERISTICS

1.1. INTRODUCTION

An understanding of the demographic profile of the municipality is essential for effective planning and service delivery. Demographic trends provide important insights into population growth, settlement patterns, age structure, household composition, migration trends and socio-economic conditions. This information assists the municipality in identifying current and future service delivery needs, infrastructure requirements and development priorities.

1.2. POPULATION AND DEMOGRAPHIC CHARACTERISTICS

Dr Nkosazana Dlamini Zuma Local Municipality is the second largest LM in the District in terms of population, which resulted from the merger of KwaSani Local Municipality and Ingwe Local Municipality. It is composed of a total population of 128565 as indicated in table below (Stats SA, community survey 2022. Dr Nkosazana Dlamini-Zuma Local Municipality is a predominantly rural municipality with five main towns within its boundaries; these include Creighton, Bulwer, Donnybrook, Underberg and Himeville (KwaSani IDP, 2015/16; KZN 436 IDP, 2015/16).

The most spoken language in the Local Municipality is IsiZulu. In addition, the Dr Nkosazana Dlamini-Zuma Local Municipality is a predominantly rural municipality with a relatively high agricultural potential. However, there is decline in some agricultural activities, such as subsistence farming that has been reduced to small-scale food gardens. Agricultural activities are impacted by a lack of external markets and access to infrastructure available to rural municipalities. This limits the municipality from exploring available economic opportunities in agriculture (KwaSani IDP, 2015/16).

The settlements within the Dr Nkosazana Dlamini-Zuma Local Municipality owe their particular morphology to apartheid spatial engineering and the associated restriction on urban housing opportunities and access to commercial agricultural land. This being noted, these rural townships are not without economic potential both in terms of agricultural production and tourism sector developments and services (KwaSani, 2015/16; KZN 436 IDP, 2015/16).

1.2.1. DEPENDENCY RATE

The table below presents the dependency ratio in the Dr Nkosazana Dlamini-Zuma Local Municipality. The figures below indicate that ages 15-64 have a high dependency ratio compared to the other ages; this implies that this population is dependent on the working class. The overall dependency ratio in the municipality is 64.91, as many people are also dependent on government to supply basic services. The majority of the population consists of

youth therefore; the municipality should ensure that the growing population are accommodated and catered for.

Table 17: Dependency Ratio

	Dr Nkosazana Dlamini Zuma Local Municipality	Harry Gwala
0 - 14	42 188	188876
15 - 64	77 960	340967
65+	8 418	34050
Dependency Ratio	64.91	

1.2.2. POPULATION BY GENDER

The table below presents the Dr Nkosazana Dlamini Zuma Local Municipality population by gender. As illustrated, females account a higher amount in the population. According to statistics acquired from the KZN Census 2022, the NDZ Local Municipality has a total number of 60873 males and 67692 females. This indicates a significant amount of growth in the population, as compared to the KZN Census 2016, with females accounting for 52.65% of the population and male population at 47.34% (KZN Census 2022).

Table 18: Sex for population, Dr Nkosazana Dlamini Zuma Local Municipality

	Census 2016	Census 2022	Growth rate	Sex Ratio per 100 Females
Male	56 732	60 873	1.37	89.9
Female	61 748	67 692	1.81	
Dr NDZ LM	118 480	128 565	1.6	

1.2.3. GENDER OF THE HEAD OF HOUSEHOLD

The table below illustrates the NDZ Local Municipality household population by sex of the head of household. The table indicates that the female population accounts for 56.8% of the total population of head of households and, male population 43.2%. These figures indicate that females lead most households under the NDZ municipality. The average household size under the municipality is 5.04.

Table 19: Sex of the Head of household for household population

	Male	Female	Total
HH	11 016	14 509	25 525
%	43.2	56.8	100
Average Household Size	5.04		

1.2.4. DWELLING UNIT OWNERSHIP

The table below illustrates the NDZ Local Municipality tenure status for household population (Dwellings Unit Ownership). The table indicates that households that are owned and fully paid account for the higher percentage of the population.

Table 20: Tenure status for Household population

	Households
Rented from private individual	2 494
Rented from other (including municipality and social housing)	115
Owned but not yet fully paid off	1 133
Owned and fully paid off	9 237
Occupied rent-free	7 374
Other	957
Do not know	88
Not applicable	-
Unspecified	4 127
Total	25 525

1.2.5. MARITAL STATUS

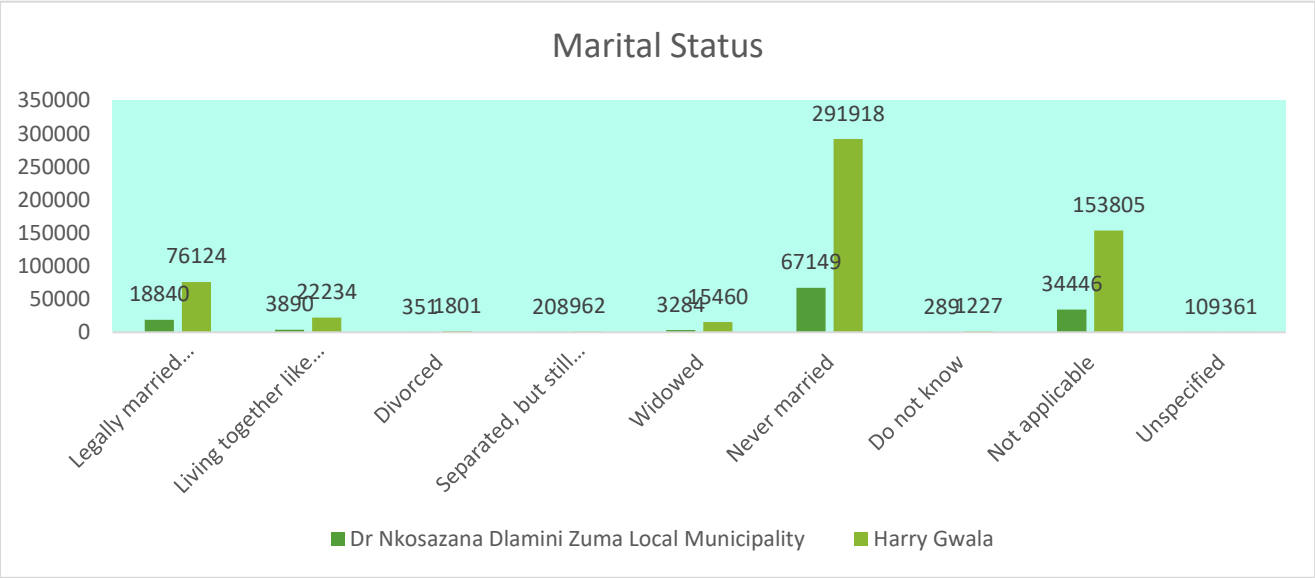
The table below illustrates the Dr NDZ Local Municipality population by marital status. The population indicates a significant growth compared to the KZN Census 2016, which indicates that the fertility rate of the municipality is high and above population. As indicated, the majority of the population is accounted by those that were never married, with 52.22% of the total population.

Table 21: Marital status by Province, District and Municipality

	Dr Nkosazana Dlamini Zuma Local Municipality	Harry Gwala
Legally married (including customary, traditional, religious, etc.)	18 840	76 124
Living together like husband and wife/partners	3 890	22 234
Divorced	351	1 801
Separated, but still legally married	208	962
Widowed	3 284	15 460
Never married	67 149	291 918
Do not know	289	1 227
Not applicable	34 446	153 805
Unspecified	109	361
Total	128 565	563 893

The figure illustrates the comparison between the marital statuses of the Dr Nkosazana Dlamini Zuma Municipality and the Harry Gwala District Municipality.

Figure 7: Marital Status



Sex population per Ward

Ward 2022	Male	Female	Total
54306001	3216	3702	6919
54306002	3225	3137	6362
54306003	3281	2771	6052
54306004	4939	5765	10705
54306005	4315	5422	9737
54306006	6125	7027	13152
54306007	3929	4540	8469
54306008	4515	5323	9838
54306009	4458	5049	9507
54306010	4446	4799	9244
54306011	3626	4080	7706
54306012	2887	3303	6190
54306013	3949	4240	8189
54306014	3526	3772	7298
54306015	4437	4761	9198
	60873	67692	128565

Table 22: Energy for Cooking

	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other	None	Total
Harry Gwala	60,26%	17,09%	1,84%	20,49%	0,06%	0,01%	0,06%	0,06%	0,12%	100,00%
Greater Kokstad	72,52%	18,78%	3,60%	4,74%	0,03%	0,01%	0,05%	0,14%	0,14%	100,00%
Ubuhlebezwe	55,73%	15,54%	3,00%	25,41%	0,10%	0,01%	0,00%	0,04%	0,17%	100,00%
Umzimkhulu	63,29%	16,40%	0,93%	19,05%	0,04%	0,01%	0,12%	0,06%	0,10%	100,00%
Dr Nkosazana Dlamini Zuma	49,34%	18,32%	0,49%	31,65%	0,06%	0,02%	0,01%	0,03%	0,09%	100,00%

1.2.6. RDP SUBSIDISED DWELLINGS

The table below illustrates the Dr Nkosazana Dlamini Zuma Local Municipality population by RDP subsidised dwellings.

Table 23: RDP/government subsidised dwelling

Yes	3224
No	18124
Do not know	52
Not applicable	-
Unspecified	4126
Total	25 525

1.2.7. ENERGY FOR COOKING

The table below illustrates the comparison between the various types of energy for cooking. According to the statistics provided by the KZN Census 2022, electricity accounts for 49.34% of the population and is the highest.

1.2.8. REFUSE DISPOSAL

According to the population, refuse disposal removed by local authorities/ private company/community members at least once a week, accounts for 23.06% of the population

	Removed by local authority/private company/community members at least once a week	Removed by local authority/private company/community members less often	Communal refuse dump	Communal container/central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal	Other	Total
Harry Gwala	33,43%	0,86%	2,30%	2,97%	51,88%	5,23%	3,32%	100,00%
Greater Kokstad	77,55%	2,45%	1,92%	3,67%	10,65%	1,86%	1,90%	100,00%
Ubuhlebezwe	21,46%	0,18%	3,93%	1,18%	64,99%	7,11%	1,15%	100,00%
Umzimkhulu	22,99%	0,25%	1,53%	3,01%	59,84%	8,35%	4,04%	100,00%
Dr Nkosazana Dlamini Zuma	23,06%	1,09%	2,15%	4,18%	62,39%	1,38%	5,74%	100,00%

and is the highest.

Table 24: Refuse Disposal

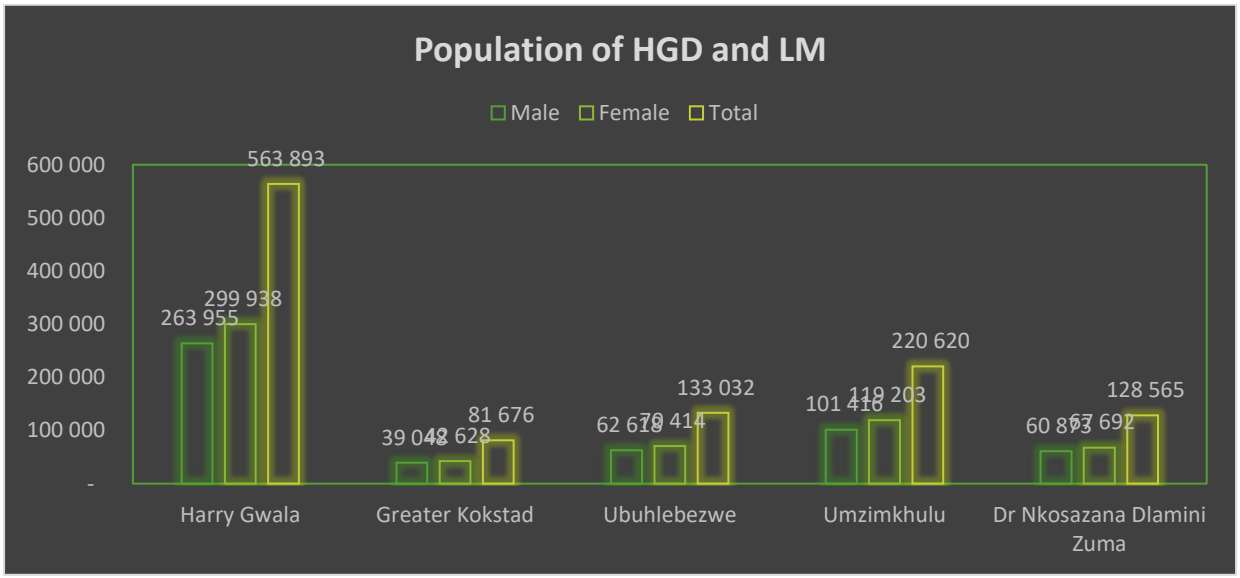
1.2.9. TOILET FACILITY

table below illustrates the population of various types of toilet facilities used across all municipalities under the Harry Gwala District Municipality.

Table 25: Toilet Facility

	Flush Toilet	Chemical Toilet	Pit Toilet	Bucket Toilet	Other	None	Total
Harry Gwala	37,12%	8,00%	47,51%	0,72%	4,09%	2,55%	100,00%
Greater Kokstad	79,45%	7,52%	9,62%	1,18%	1,08%	1,15%	100,00%
Ubuhlebezwe	24,91%	8,80%	59,52%	0,49%	3,16%	3,12%	100,00%
Umzimkhulu	24,81%	6,83%	56,54%	0,72%	7,03%	4,07%	100,00%
Dr Nkosazana Dlamini Zuma	31,53%	9,44%	54,51%	0,55%	3,13%	0,83%	100,00%

Figure 8: Sex Group Population



1.2.10. POPULATION GROUP

Table 26: Population Group

	Black African	Coloured	Indian/ Asian	White	Other	Unspecified	Total
Harry Gwala	96,18%	1,96%	0,34%	1,24%	0,25%	0,03%	100,00%
Greater Kokstad	86,94%	9,51%	0,84%	2,53%	0,16%	0,02%	100,00%
Ubuhlebezwe	96,89%	1,44%	0,56%	0,70%	0,40%	0,01%	100,00%
Umzimkhulu	99,09%	0,40%	0,12%	0,07%	0,26%	0,05%	100,00%
Dr Nkosazana Dlamini Zuma	96,30%	0,36%	0,19%	3,00%	0,13%	0,02%	100,00%

Figure 8: Sex Population per ward

Ward 2022	Male	Female	Total
54306001	3216	3702	6919
54306002	3225	3137	6362
54306003	3281	2771	6052
54306004	4939	5765	10705
54306005	4315	5422	9737
54306006	6125	7027	13152
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54306008	4515	5323	9838
54306009	4458	5049	9507
54306010	4446	4799	9244
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54306012	2887	3303	6190
54306013	3949	4240	8189
54306014	3526	3772	7298
54306015	4437	4761	9198
Total	60873	67692	128565

Figure 9: Population Group

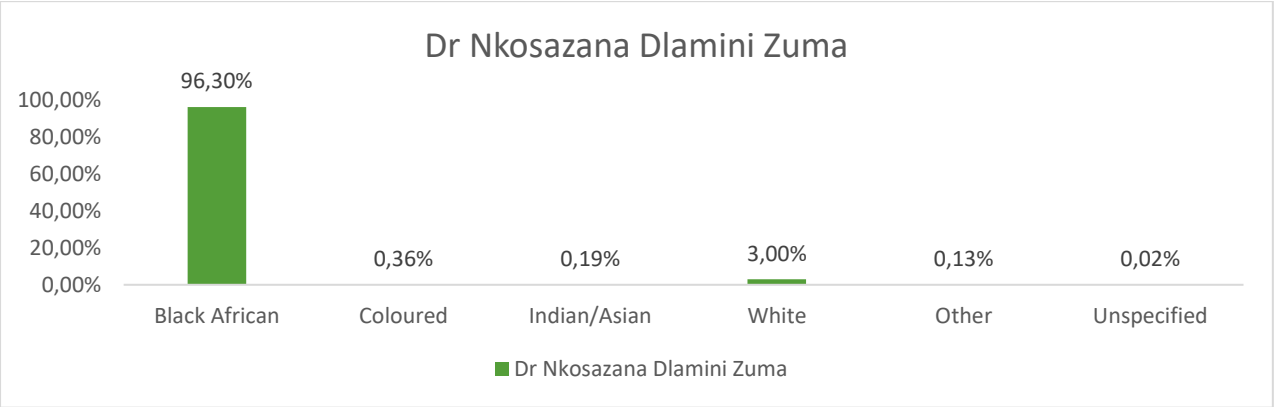
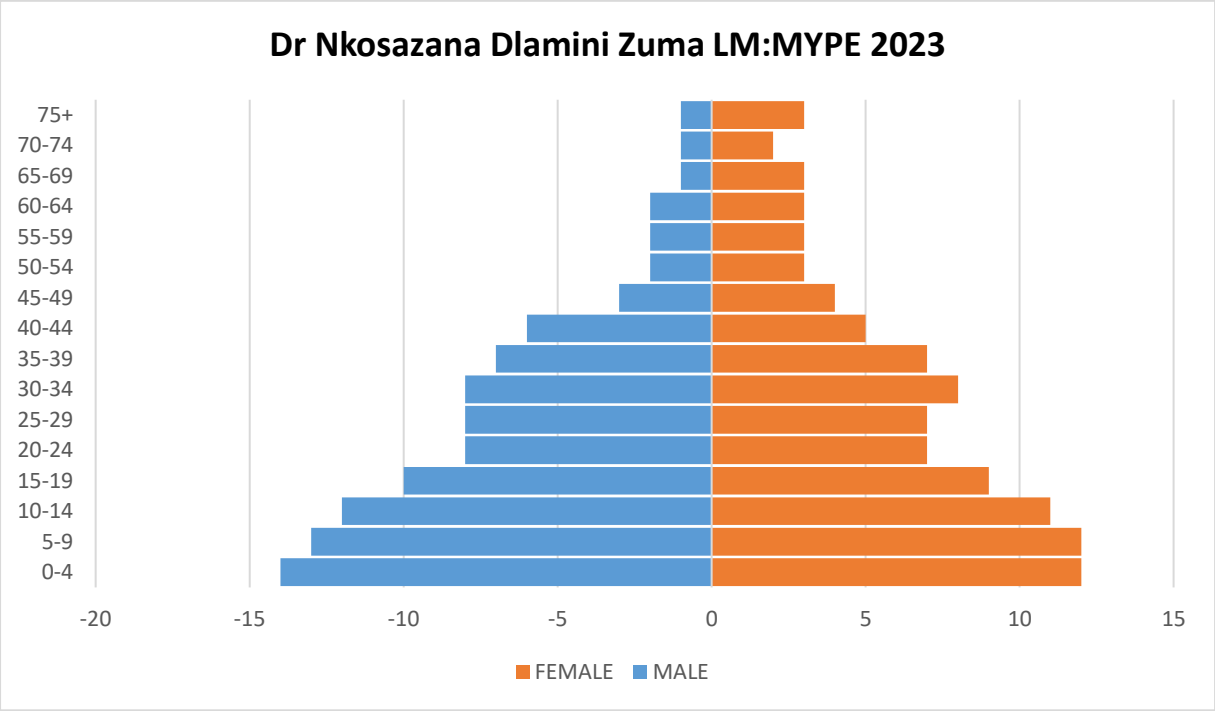


Figure 10: Mid-Year Population Estimates 2023



Source: Stats SA, Community Survey, 2016

Table 27: Mid - Year Population Estimates

Nkosazana Dlamini Zuma: Mid-Year Population Estimates 2023		
AGE	MALE	FEMALE
0-4	7 761	7 451
5-9	7 429	7 445
10-14	6 778	6 428
15-19	5 621	5 172
20-24	4 160	4 272
25-29	4 481	4 578
30-34	4 153	4 871
35-39	3 937	4 560
40-44	2 468	3 112
45-49	1 617	2 245
50-54	1 346	1 847
55-59	1 161	1 773
60-64	1 043	1 997
65-69	689	1 700
70-74	534	1 328
75+	746	1 886
AGE	53 926	60 666

Source: Mid-Year Population Estimates 2023, STATS SA

The above young population age structure is characterized by high dependency ratio, high fertility depicted through high number of children representation in the above pyramid. It is

imperative that planning in this LM prioritize investment in children and youth. Such investment incorporates high quality education, ECDs, healthcare programmes.

It is imperative that the LM cater for the needs of youth in order to retain them, and for youth to contribute positively to the LM economy, this encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services. All interventions must consider the importance of gender mainstreaming in their implementation. The pyramid also shows the trends of population aging and particularly elderly women, given this, it is important that services/ plans/programmes meet their basic needs, considering that in most cases they look after their grandchildren. The LM is predominantly rural and as such, it requires that intensive rural development programmes be also effectively implemented.

The challenge of high dependency in the LM is depicted both in the above Community Survey 2016 data 2023 MYPE population pyramid.

As the country and the province of KwaZulu-Natal embracing the phenomenon of Demographic Dividend, a call is for NDZ LM through various stakeholder intervention ensure that the status quo depicted in terms of dependency ratio is collectively addressed.

Table 28: Population Growth per 10 years

AREA		2011	2021	2031	2041	2051
Commercial Farms	2%	11652	13982	16779	20135	24162
Himeville, Cobham & Sani Pass	1%	4613	5074	5582	6140	6754
Underberg & BushMen's Nek	1%	6114	6725	7398	8138	8952
Amakhuze TA,Isibonelo Esihle TA, Madzikane Bhidla TA	-2%	29404	23523	18819	15055	12044
Sizanani TA	1%	10769	11846	13030	14334	15767
Bulwer, Bhidla TA (Portion)& Umacala Gwala TA	2%	10890	13068	15682	18818	22582
Zashuke TA & Bhidla TA (Portion)	0%	9658	9658	9658	9658	9658
Veza Kuhle TA, Qadi TA, Carthill, Eastworld Maxwell & Mabedlana	1%	9989	10988	12087	13295	14625
Donnybrook and Comrie	0%	8956	8956	8956	8956	8956
Creighton, Mondi & Sizanani TA(2)	1%	8039	8843	9727	10700	11770
TOTAL		110 084	112664	117 717	125228	135268

The population forecast per area is based on the premise that some areas are likely to attract population more than the other areas. This is only based on a positive assumption whereby the areas that have historically grown in population size are assumed to be the places that will still grow in the near future. However, such growth is limited to a maximum of 2% per 10 years given the fact that the area mostly experiences decline as opposed to a positive growth. The

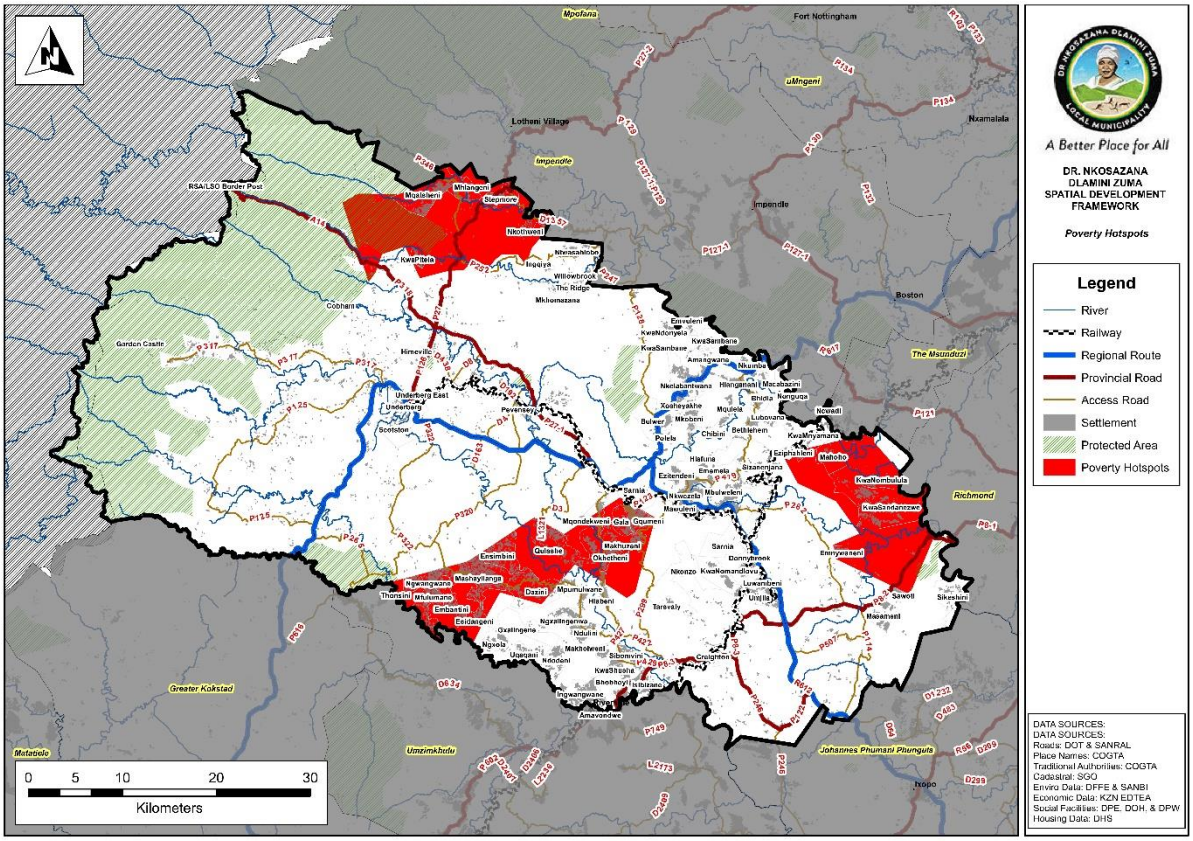
areas with the population which remain stagnant during 2001 – 2011 has been given on 1% growth per 10 years while those that have experienced decline were allocated a 0% percentage growth per 10 years. The last aspect of this projection involves the areas whose population has been given a -2% decline per 10 years. This negative projection has been given to the remotely located rural settlements which are most likely to decline in the near future.

Table 29: Mid-Year Esitamates Projections 2020-2024

	2020	2021	2022	2023	2024
KwaZulu-Natal	11 411 637	11 533 104	11 653 713	11 772 106	11 890 180
DC21: Ugu	813 460	824 612	835 788	847 341	859 347
DC22: Umgungundlovu	1 133 714	1 147 040	1 159 985	1 173 530	1 187 861
DC23: Uthukela	706 263	708 362	710 882	713 425	716 028
DC24:Umzinyathi	562 159	567 911	574 123	580 680	587 638
DC25: Amajuba	563 811	570 504	576 473	582 070	587 437
DC26: Zululand	862 184	866 025	870 883	875 889	881 099
DC27:Umkhanyakude	674 997	679 404	684 435	689 112	693 496
DC28: King Cetshwayo	963 681	968 420	973 726	978 921	984 079
DC29: iLembe	678 167	687 000	694 861	701 834	708 059
DC43: Harry Gwala	506 181	509 224	512 837	516 629	520 633
ETH:eThekwini	3 947 020	4 000 603	4 059 719	4 112 675	4 164 503

Table 30: Mid-Year District Projections by Gender 2020-2024

	2020		2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KwaZulu-Natal	5 445 771	5 965 866	5 508 437	6 024 757	5 569 465	6 084 248	5 629 556	6 142 550	5 689 950	6 200 230
DC21:Ugu	385 352	428 109	391 767	432 845	398 337	437 451	405 129	442 212	412 216	447 131
DC22:Umgungundlovu	537 436	596 277	543 638	603 402	549 666	610 319	555 969	617 561	562 675	625 186
DC23:Uthukela	332 400	373 863	333 890	374 472	335 591	375 291	337 307	376 118	339 075	376 953
DC24:Umzinyathi	251 526	310 633	254 636	313 275	258 091	316 032	261 656	319 024	265 371	322 267
DC25:Amajuba	270 282	293 529	273 543	296 961	276 482	299 991	279 227	302 843	281 866	305 571
DC26:Zululand	399 490	462 694	401 140	464 884	403 437	467 446	405 787	470 102	408 242	472 857
DC27:Umkhanyakude	303 652	371 345	305 479	373 925	307 613	376 823	309 558	379 554	311 367	382 130
DC28:King Cetshwayo	447 723	515 958	449 414	519 006	451 327	522 398	453 225	525 696	455 177	528 902
DC29:iLembe	321 865	356 301	326 279	360 721	330 032	364 829	333 347	368 487	336 324	371 735
DC43:Harry Gwala	232 645	273 536	233 925	275 299	235 691	277 147	237 499	279 131	239 375	281 258



Map 4: Poverty Hotspots

1.2.11. KEY FINDINGS

These population statistics gives a clear picture of how the municipality's growth in terms of its population. The broad base of the stats means the majority of population lies between ages 0–14, which tells us that the fertility rate of the municipality is high and above population.

The older population is declining over time due to a shorter life expectancy of sixty years. However, there are still more females than males in these ranges since women have a longer life expectancy. A number of studies reveals that women tend to live longer than men because women do not partake in risky behaviors.

This then means that the municipality should put more resources/ projects for females in the near future. The municipality is having a high dependency ratio which is 86.6 as many people are dependent on government to supply basic services. Therefore this implies the importance of the municipality shifting its planning for service delivery to focus on the municipality's larger population i.e. 0-4 and 15-19 age groups. This further means that then more schools, industrial hubs, multi- purpose centres, health facilities should be prioritized in future by the municipality and other government institutions.

The jurisdictional area of Dr Nkosazana Dlamini-Zuma Local Municipality is suitable for investment in sectors such as Property Development, Tourism and Agri processing. These sectors are even identified in the KZN PGDP, IPAP and the NDP. However, the successful implementation and promotion of these sectors is dependent on other social infrastructure such as roads, schools and health care facilities. The establishment of the Harry Gwala Development Agency for instance is viewed as a very positive development for the municipality to promote investment (KwaSani, IDP 2015/2016).

The following bullet points summaries the narrative and figures above.

- Population of 128565 which are largely rural
- Majority of the population fall between the 15 to 59 age group
- Urgent need for appropriate education and skills development for job creation
- Agriculture is the largest employer but the municipality needs to increase employment across the range of sectors rather than generally low paying agricultural sector.

C.2. SPATIAL, ENVIRONMENTAL AND DISASTER MANAGEMENT PGDS GOAL: SPATIAL EQUITY

2.1. SPATIAL ANALYSIS

2.1.1. REGIONAL CONTEXT

The Dr Nkosazana Dlamini Zuma Local Municipality is a Category B municipality which is situated on the southern part of Harry Gwala District Municipality. It is the largest municipality of four in the district, accounting for just over a third of its geographical area. It was established by the amalgamation of the Ingwe and Kwa Sani Local Municipalities in August 2016. The district municipality comprises four local municipalities with the following area coverage:

- Dr Nkosazana Dlamini-Zuma LM
- Umzimkhulu LM
- Ubuhlebezwe LM
- Greater Kokstad LM

It is located approximately 176 km north-east of Kokstad and 80 km south-west of Pietermaritzburg, the capital city of the Province. It is bordered by Impendle Municipality to the north, Richmond Municipality to the north-east, Ubuhlebezwe Municipality to the south-east, Greater Kokstad Municipality to the south and Kingdom of Lesotho to the west. The municipality fulfils the role of being the administrative and commercial centre for the district. The rest of the municipal area consists of tribal lands, which dominate the area. The municipality is known for the World Heritage Site of Ukhahlamba.

2.1.2. ADMINISTRATIVE ENTITIES

2.1.2.1. WARD BOUNDARIES

The municipality has its administrative seat in Creighton. There are 15 wards with 29 Councilors, 15 Ward Councilors and 14 PR Councilors. The extent of the municipality is estimated at 3200sq kms.

2.1.2.2. TRADITIONAL BOUNDARIES

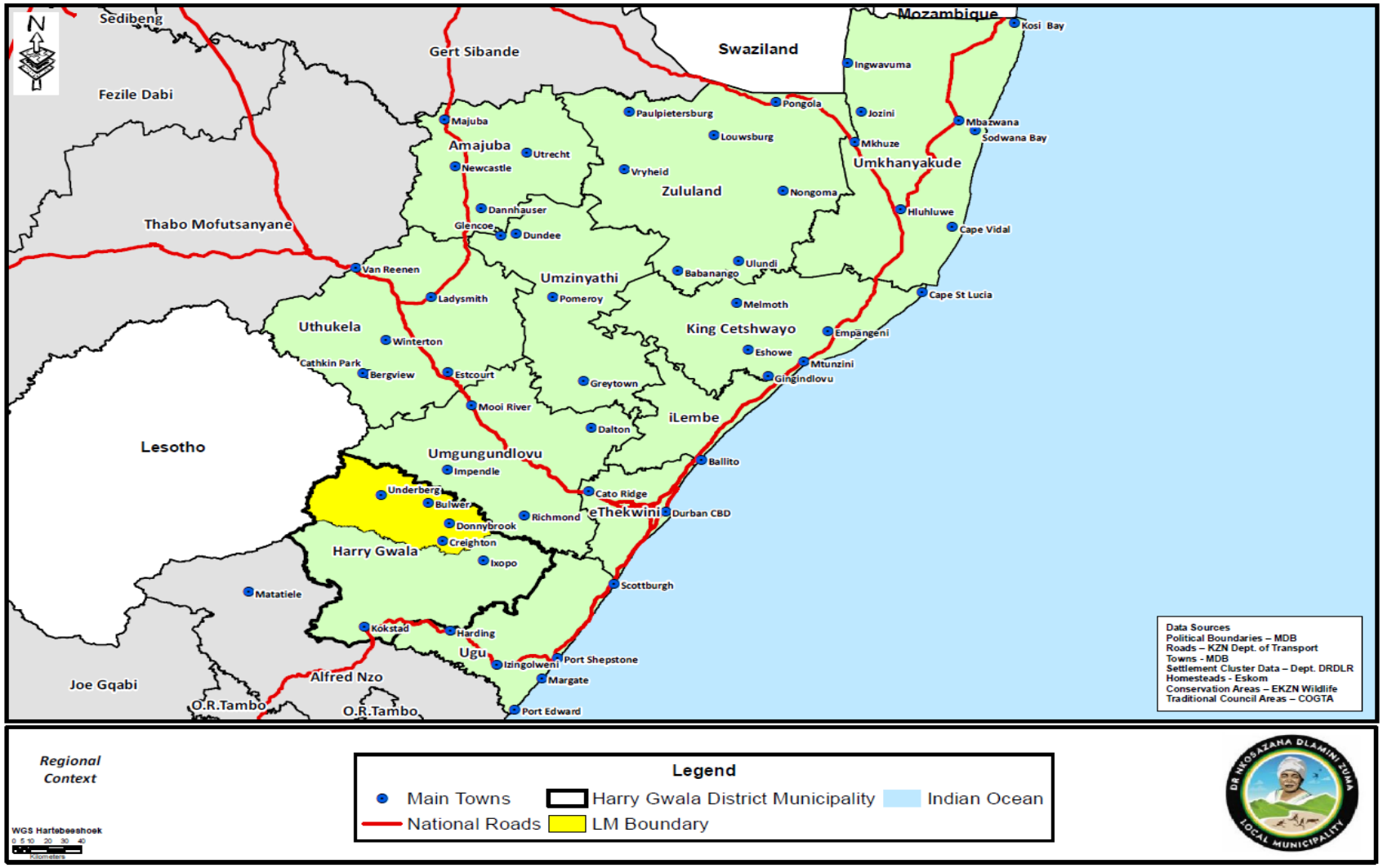
There are 11 Traditional Councils (TC) namely:

- Amakuze TC
- Amangwane TC
- Batlokoa TC
- Bhidla TC
- Isibonelo esihle TC
- Macala Gwala TC
- Madzikane Bhaca TC
- Maguzwana TC
- Sizanani TC
- Vezakuhle TC
- Zashuke TC

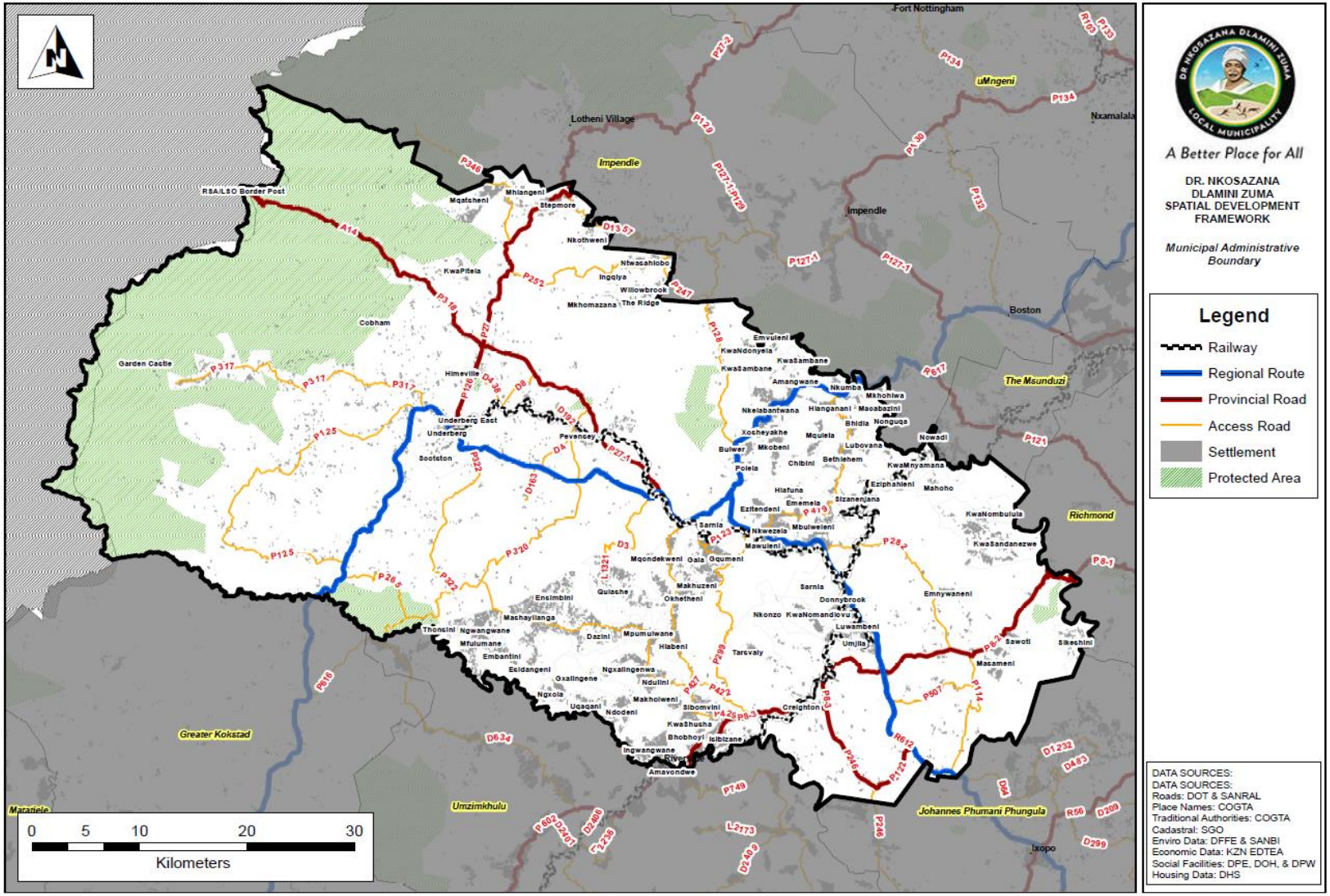
2.1.3. STRUCTURING AND RESTRUCTURING ELEMENTS

The Dr Nkosazana Dlamini-Zuma Local Municipality is characterized by the following structuring elements: -

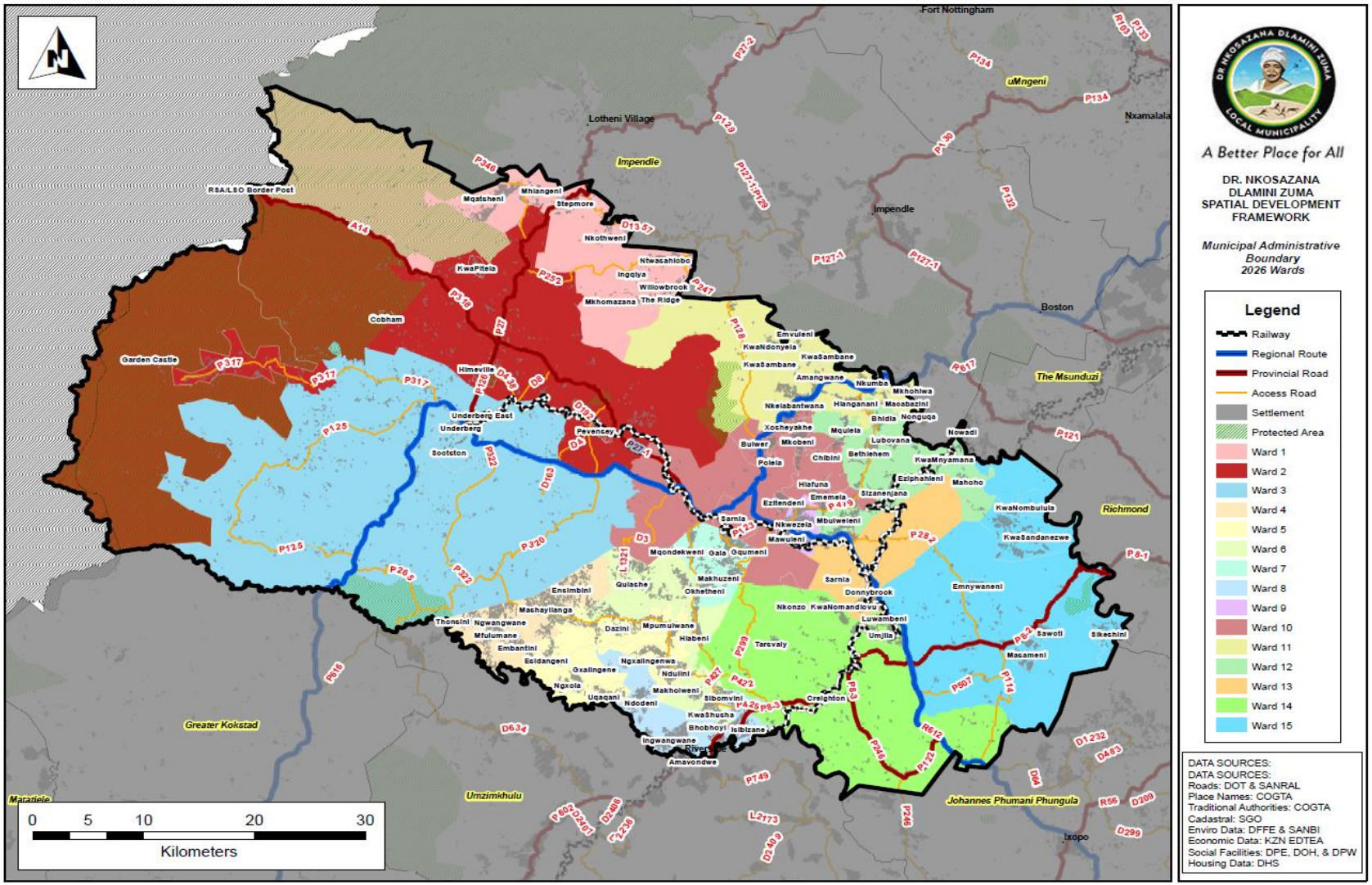
- ☞ The main economic centres within the local municipality are Underberg, Himeville, Bulwer, Donnybrook and Creighton serving the rural hinterland. All these economic centres are underdeveloped.
- ☞ Underberg Bulwer and Donnybrook are located on provincial roads: the R617 and R612 which link the municipality to neighbouring local municipalities
- ☞ It is home to the Southern Berg (uKhahlamba Drakensberg World Heritage Site) which is an area of outstanding natural beauty. The Underberg town in particular, is strategically located with a tourism advantage as it borders Lesotho (Sani Pass) north westerly, Umkhomazi Wilderness Area to the West, Greater Kokstad to the South West, Eastern Cape to the South and Impendle Local Municipality to the North.
- ☞ The geographical size following the 2016 amalgamation made it the largest municipality within Harry Gwala District Family covering an area of approximately 3 602km².
- ☞ The major rivers in the municipal area are the Mkomazi and Mzimkhulu Rivers which both form part of the Mvoti to Umzimkulu Water Management Area.
- ☞ It is one of the important agricultural hubs (Dairy livestock industry), semi-intensive beef, potato production, maize and a strong commercial forestry sector within Harry Gwala District.
- ☞ It is also characterised by numerous opportunities for tourism which includes Rail and Avi-Tourism.



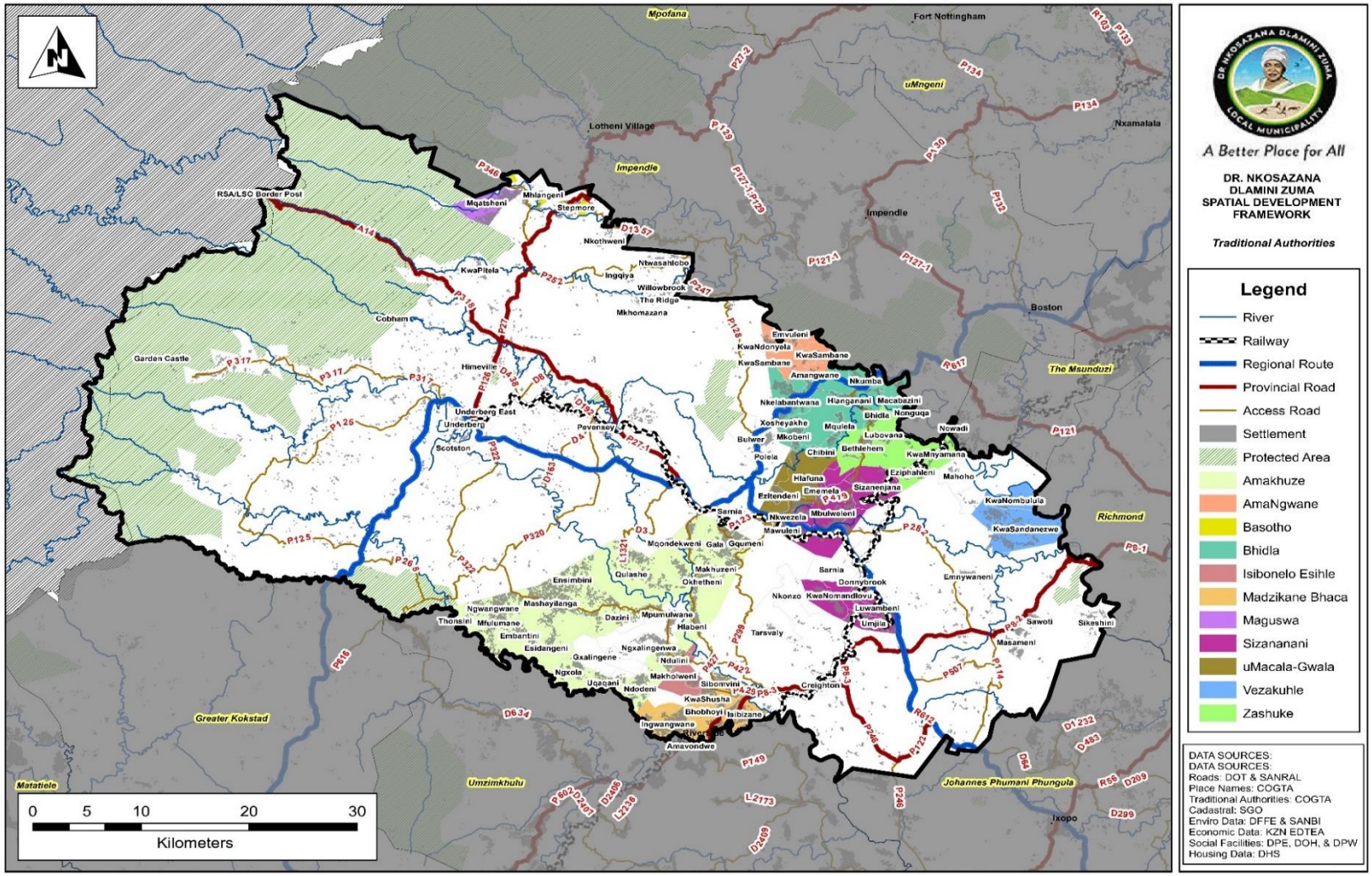
Map 5: Regional Context



Map 6: Municipal/Administrative Boundary



Map 7: Municipal Wards



Map 8: Traditional Authorities

2.1.4. BROAD LAND USES

Broad land use patterns within the municipality are dominated by agriculture, rural settlements, natural and conservation areas, and limited urban development around established towns. These land uses are often interwoven, with agricultural activities and settlements occurring in close proximity to ecologically sensitive areas.

The absence of clear spatial separation between intensive land uses and environmentally sensitive zones increases the likelihood of land use conflict, habitat fragmentation, and degradation of ecosystem services. Incremental land use change—such as the conversion of agricultural or natural land to settlement may appear minor at a local scale but contributes to significant cumulative impacts over time.

Broad land use patterns the Municipality reveal the need for strong spatial structuring, including clearer differentiation between development zones, agricultural protection areas, and conservation priorities. Without such structuring, the built environment will continue to expand in an ad hoc manner that undermines environmental integrity and planning certainty.

2.1.5. EXISTING DEVELOPMENT OF NODES AND CORRIDORS

2.1.5.1. HIERARCHY OF DEVELOPMENT NODES

A development node refers to already established areas or potential ones that connect places of residence to areas of economic activities/opportunities. A development node may be a place of high or low-density intensity of development chosen for private or public investment to provide goods and services to the local communities based on their threshold of demand. A development node may be large or small depending on the area it serves. However, a properly functioning development node ought to have amenities like shopping, work opportunities, social and cultural opportunities and public transport facilities in a high quality and safe public environment. It includes cities, towns and other areas that exhibit or have potential for the developing the above-mentioned characteristics. This takes cognisance of the cost limitations and those growth/ investments cannot occur everywhere at the same level or with the same intensity.

Table 31: Nodal Classification

NODAL CLASSIFICATION			
CLASSIFICATION	**ECONOMIC DEVELOPMENT**	**SERVICE DELIVERY CENTRE**	**ADMINISTRATIVE CENTRE**
Municipal Development Node	Economic centre that serves the entire municipal area	Centre for the coordination of delivery of services to the local communities.	Should ideally be the seat of local municipality offices or decentralised government offices
Community Development Node	Location of economic activities that serve the surrounding communities	Cluster of public facilities serving the surrounding communities.	Ward Councillors Satellite Offices
Neighbourhood/ settlement Development Node	Location of economic activities that serve the surrounding	Cluster of community facilities serving the surrounding settlements.	

	settlements (urban/rural).		
Rural Service Nodes	Local convenient shops and manufacturing activities	Small centres will serve as location points for community facilities	
Long Term Future Node	Small local shops and farmstalls	Mobile facilities (health, pension payout points etc.)	

2.1.5.2. MUNICIPAL DEVELOPMENT NODE: BULWER UNDERBERG

A Municipal Development Node is physically linked to urban centres outside their regions (districts) by frequent and reliable transportation and all-weather roads. They offer diversified commercial, financial, professional, and administrative services, and accommodate municipal offices, sub-regional offices of national government departments, and branch offices of provincial government departments. These nodes also provide facilities for large scale and diversified markets, function as a communications node for a broad rural hinterland, and provide sites for agri-business and large-scale agricultural processing. It must provide space of the location of small-scale consumer goods industries, repair workshops and light durable goods, as well as higher educational opportunities and more specialized vocational training, diversified and multi-purpose hospitals and health clinics. Municipal offices would mostly be in these development nodes. Bulwer and Underberg are the main urban centres in the municipality. The following must be supported within these nodes:

- ☞ Develop and support commercial activities serving the municipal area and surrounding areas (sub-region).
- ☞ Location of facilities and services for effective administration and local governance.
- ☞ Ensuring the investment and promotion of the area is based on thorough investigations and logical planning.
- ☞ Encouraging and promoting market development to determine the mixture of activities and land uses within the broad guidance of the intended node.
- ☞ Promoting an economic development mix, which will contribute to the economic and social upliftment of local communities.
- ☞ Providing for a range of housing typologies near employment opportunities.
- ☞ Implement the Bulwer urban regeneration plan

2.1.5.2.1. BULWER NODE

Bulwer is the most strategically located commercial and service centre in Ward 10, which is centrally positioned to service the entire municipality. The node is located along the existing provincial road (R617) which serves as a feeder from the N3 to southern Underberg leading to Lesotho via Sani Pass. The R617 also branches off onto the R612 which leads to Ixopo and joins with the National route (N2) to the south at Umzinto. The existing services in Bulwer range from government, to commercial and retail. The Government services are made up of South African Police Service, Home Affairs, Municipal Community Service Centre (which comprises of the Post Office), community hall, Art Centre, Local Emergency Centre, public library, primary and high schools, and a taxi rank. This is in addition to several commercial and retail facilities such as supermarkets, banks, accommodation facilities and a petrol filling

station. Bulwer has over the last few years suffered due to national economic decline, COVID-19 pandemic and July 2021 unrest resulting in decaying buildings, lack of new investment and deteriorating infrastructure. This has impacted negatively on the ability of the town to play its service centre role effectively, attract new investment and to diversify. It also resulted in the leakage of purchasing power to Pietermaritzburg. Particular focus should be given to the redevelopment of the town which include infrastructure upgrading (such as roads, sanitation and water), giving a town a facelift through urban design and amenity improvement, introduction of social housing, upgrading of strategic town facilities, introduction of town social facilities such as town square, sport complex and implementation of land administrative procedures such as the Land Use Scheme and Land Disposal Policy. Some of these recommendations will need to be carried forward to advance the intent of transforming Bulwer into a notable Municipal Development Node. The municipality has made strides in addressing some of the challenges that are facing the node. These include the following:

- ☞ The Urban Regeneration/Precinct Plan was developed in 2018 and provides a broad overview of the intended and suitable spatial growth of the town. It cited that the subdivision plan will give effect to the identified opportunities of growth around the town.
- ☞ The subdivisional layout pan of Erf 181 Bulwer was undertaken to give effect to the strategic interventions contained in the Regeneration/Precinct Plan. It was approved by the Municipal Planning Tribunal (MPT) which yielded 82 erven comprising of residential, commercial, industrial, tourism, municipal and government, health and welfare and open spaces. The hierarchy of road includes a 14-meter road reserve that serves as an access route connecting the existing R617 to a commercial site, some residential sites, and social facilities. There is an 18-meter road reserve designed to service the light industrial areas and interlinks the R617. There is a 10 metre road reserve servicing the residential areas.
- ☞ A service provider has been appointed by the municipality to submit a combined application for the subdivision into two sites and rezoning to accommodate a Cemetery and Landfill site on municipal owned land known as Remainder of Townlands of Bulwer No 16527.
- ☞ The formalization of the Khenana Settlement located on Remainder of Erf 181 Bulwer and Townlands of Bulwer No. 16527. This formalization comes as a result of the illegal occupation of dwellings on municipal owned land. The municipality is currently in the process of finalizing this formalization process so that it is incorporated within the town of Bulwer and Dr Nkosazana Dlamini Zuma Municipality Land Use Scheme with the appropriate zone/s.

2.1.5.2.2. UNDERBERG NODE

Underberg is located in the foothills of the Southern Drakensberg along the R617. It serves as an important service and administrative centre within a community primarily engaged in dairy and cattle farming. Functioning as a vital commercial centre for the region's farming industry, it has become an important node for the municipality as it offers crucial support services to the rural hinterland such as grocery stores and general dealers, two shopping centres, hardware suppliers, a butchery, art and craft stores, a few restaurants, quaint pubs, clothing stores and 2 petrol filling stations.. While farming remains a prominent industry, tourism stands as the second-largest economic driver in Underberg serving as a gateway to the Southern

Drakensberg (Ukhahlamba World Heritage Site). The town features a range of casual accommodation and dining options to cater to various preferences. It is renowned for trout fly fishing, the annual Spleshy Fen outdoor music festival that takes place on a farm near Underberg, the internationally acclaimed Sani2C Mountain Bike race that commences in Underberg, and the annual Drak Challenge canoe race that attracts paddlers from far and wide.

The Municipality is in the process of reviewing the Underberg Precinct Plan which was last developed in 2013. The review of the Underberg Precinct Plan will see an extension of the scope of the project to include Himeville. The main challenge is that the existing plan is not aligned with the current development and growth trends. The Municipality's adopting of the single land use scheme in 2020, in accordance with SPLUMA, has amplified this challenge because some of the proposals in the existing plan have become outdated making it difficult to guide decision making for the Municipality. This misalignment of municipal plans poses a substantial challenge to the Municipality's efforts in sustainable urban development and uniform land use management.

2.1.5.2.3. COMMUNITY DEVELOPMENT NODE: HIMEVILLE, CREIGHTON AND DONNYBROOK

Community development nodes play an important role as service centres to surrounding communities and are developed with some commercial and community facilities which may include a clinic, schools, taxi rank, community hall, etc. They serve as a link between clusters of settlements and municipal development nodes and provide an opportunity for the clustering of public/community facilities to improve access.

Himeville, Creighton and Donnybrook have been identified as Community Development Nodes. This is essential to a small town that provides an area-wide exchange point household, common consumer products and farm inputs. They serve as nodes of transportation and distribution linked to regional centres. They provide higher-level administrative services that cannot be found in settlement (satellite) development nodes and offer vocational and secondary education, health, childcare services, and rural commercial services. These possess unique advantages that include:

- ☞ High level of visibility due to a very close proximity in relation to the main routes; and
- ☞ Central location in relation to the surrounding population which creates opportunities for commercial developments.

The current challenges that face these nodes include the fact these are currently underdeveloped and underserviced with the requisite bulk infrastructure. The initial goal would be to resource these areas with the requisite infrastructure services, devise a very sound vision, create proper realistic structure plans that will guide their future development.

2.1.5.2.4. SETTLEMENT DEVELOPMENT NODES: CENTOCOW AND HLANGANANI

Satellite / settlement municipal development nodes serve as location points for community facilities serving the local community. These nodes are usually located within a cluster of settlements and must provide access to primary and secondary schools, clinics including mobile clinics, and pension pay points. Satellite nodes includes Centacow and Hlanganani (Pholela). These are the notable peri-urban and densely populated rural settlement clusters within Dr Nkosazana Dlamini Zuma Municipality. Centacow and Richenau were originally

Catholic mission outstations with various self-contained amenities. It located in a rural section of the municipality and is accessible through district roads.
Other satellite / settlement municipal development nodes include Mqatsheni (Stepmore), Memela, Masomeni, and Dazini. The services that these nodes should provide are limited to the surrounding settlements and include low order public, shopping, and small business enterprise facilities. These serve as a link between the local communities and the major towns and should be in accessible areas along or at the intersection of public transport routes. The focus should be the settlement development plans that will guide the creation of the proper structure for these nodes and the application of the place-making criterion.

2.1.5.2.5. RURAL SERVICE NODE

In addition to the settlement development nodes, the vision for the future spatial development provides for the development of small service centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community. Potential rural service nodes include KwaPitela, Woodford, Pevensey, Enhlahleni and Richenau.

2.1.5.2.6. TOURISM NODE: SANI PASS, BUSHMEN'S NEK AND COBHAM

Sani Pass, Bushmen's Nek and Cobham have been identified as tourism nodes. These areas currently exist with limited activities. In addition to the above-mentioned developmental factors, these nodes will materialise if they are found to be economically and physically feasible.

2.1.6. HIERARCHY OF DEVELOPMENT CORRIDORS

Development corridors are dynamic, mutually supporting movement system and entail a very close relationship with land use. These are generally supported by a hierarchy of transport services that function as an integrated system to facilitate ease of movement for private and public transport users. Corridor development is focused predominantly on activity/ development routes serviced by mass rapid public transport services. However, the system of routes may serve different functions, with some routes combining functionality in terms of accessibility and mobility.
The concentration of intense bands of high-density urban development reduces overall trip lengths and improves access to opportunities, offering a means of conveniently integrating communities with service provision, and fulfilling a range of economic and social needs. Development corridors attract different levels and types of private investment, which generate different types of formal and informal economic and social opportunities. The areas of intensification are usually characterised by strip or nodal development located within development corridors on activity routes.
The second structuring spatial element is the development and reinforcement of a hierarchy of activity routes. This supports the strategic direction of the framework in several ways. Firstly, it involves reinforcing a hierarchy of 'integrating' activity routes, which provide access to both citywide and local opportunities. These activity routes are focused on linking and reinforcing clusters of activity (activity nodes), with frequent access points supporting business activity locating at accessible places along the route. The conceptual framework reflects:

- ☞ Higher order activity routes, adjoining Route 56, connecting major activity nodes. These routes have high levels of continuity.

- ☞ Local activity routes, which connect local activity nodes to each other and to major activity nodes and feed into higher order activity routes.
- ☞ New links supporting physical integration of the areas

Secondly, to support the role of these activity routes as integrating elements, a set of tools or supportive strategies are identified and are reflected below.

- ☞ Key network linkages are developed to reinforce the accessibility grid and the centrality of the activity nodes
- ☞ An integrated network of Non-Motorized Transport (NMT) routes is developed to support access to local and broader opportunities.

Development corridors in Dr Nkosazana Dlamini-Zuma Local Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourage nodal development at strategic points Corridor development as a spatial structuring element, and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds.

This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds. Corridors constitute an effective form of decentralization and enable larger and smaller activities to form a relationship. Linear systems can handle growth and change well. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation.

System of development corridors in Dr Nkosazana Dlamini-Zuma Local Municipality has been developed based on the levels of mobility and access routes, intensity of use and role in the regional spatial economy. The aforesaid figure summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in Dr Nkosazana Dlamini Zuma Local Municipality. Upgrade and road maintenance projects on corri1dors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility.

Table 32: Different types of roads

TYPE OF ROUTE	FUNCTIONS	BUILDING LINES
Provincial Route (Primary Corridor)	Major Arterial Mobility Highway Limited Access	15 metres.
District Routes (Secondary Corridors)	Minor Arterial Main Road Limited Access	15 metres
Local Collector Roads (Tertiary Corridor)	Collector Road Access Permitted Off Road Edge or Lay-byes	7 metres

2.1.6.1. PRIMARY CORRIDOR

R617 is the primary movement corridor. This route enters the municipality in the north (close to Bulwer), continues in a southerly direction, but the turns west just past Bulwer and continues to Underberg. This route continues from Underberg in a southerly direction and links the municipality with Kokstad. It plays an important role from a regional perspective in terms of facilitating access to the municipality and links the municipality with major urban centres such

as Pietermaritzburg and Kokstad to the south. This route is also an important tourist route, as it serves as a linkage to the UDP WHS and is endowed with areas of scenic beauty and picturesque landscape. Development along this route should be undertaken with care so as not to detract from the visual asset value of the area. There are also various leisure sites (Birding Park), bed and breakfast facilities, and lodges that contribute to the tourism character of this corridor.

P27-2 links the Municipality with Impendle Municipality to the north which provides an important movement corridor for cross border trade opportunities.

R612 is also considered a primary corridor. This route runs from a south to a northerly direction and joins with the R617. It connects the municipality with towns such as Ixopo, Highflats and Umzinto and plays a role in terms of facilitating linkages between the municipality's three towns viz. Bulwer, Creighton, and Donnybrook. It is an important route along which development should be focused. The route also serves as a transportation corridor, where various goods pass.

This is in line with the NDP principles of ensuring that development has positive outcomes on the residents thus addressing social inequalities. The importance of the route has also been identified in the PSEDS as a secondary and agricultural corridor within the province (route which serves areas of high poverty levels and good economic development potential). The identification of the R56 as a primary corridor is also in line with the other spatial economic development principles proposed in the SDF. Public interventions envisaged in this area relate to:

- ☞ Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridor and its impact on the Municipality.
- ☞ Tarring of roads which will provide transport services access to the remote regions and open additional economic opportunity in opening the areas. Accessibility is of key importance.
- ☞ Developing a localized Corridor Development Strategy, this will focus on spatial structure, infrastructure provision and attract both public and private sector investment.
- ☞ Ensure multimodal transport integration occur along these roads at key points.
- ☞ This route provides development opportunities that must be explored, and development should be encouraged along this primary route.

2.1.6.2. STRATEGIC TOURISM LINK ROUTE

The **P318-2** links the Municipality and the province to Lesotho via a formal border post in the west and provide internal linkage to the uKhahlamba Drakensberg Park. It is also identified as a strategic tourism route on a provincial level.

2.1.6.3. SECONDARY CORRIDOR

The subsequent level of corridor hierarchy are the secondary corridors which connects directly to the primary corridor. It is important that these routes be maintained and ensuring that they are in good condition. This is based on the notion that most elements within the municipal area functions around these routes and that these routes are important connections between different nodes in the municipality. Although these routes share a common function of providing linkages between nodes, they do vary in character. Some may be classified as an agri-tourism route, tourism routes, or a pure mobility route.

The following secondary corridors have been identified:

- ☞ P246 provides a linkage between Creighton and areas within uBuhlebezwe.

- P422 provides a linkage between Creighton and runs through Centocow, linking up to the R617 in the north.
- P128 in the north provides linkages between Bulwer and areas to the north of the municipality.
- P8 provides a linkage between Creighton and Masomeni and areas within the Richmond municipality. It roughly runs in an east – west direction.
- P317 from Underberg leading west towards Garden Castle/ Drakensberg Gardens.
- P125 on the western side leading of the R617 and joining up again serving farms around the Penwarn Country Lodge.
- The P265, P320 and P27-1 serving as an access route to local farmers.
- P252 leading of the P27-2 and linking up with Impendle Municipality.
- P346 leading of the P27-2 in a north-western direction towards Mqatsheni.

2.1.6.4. TERTIARY CORRIDOR

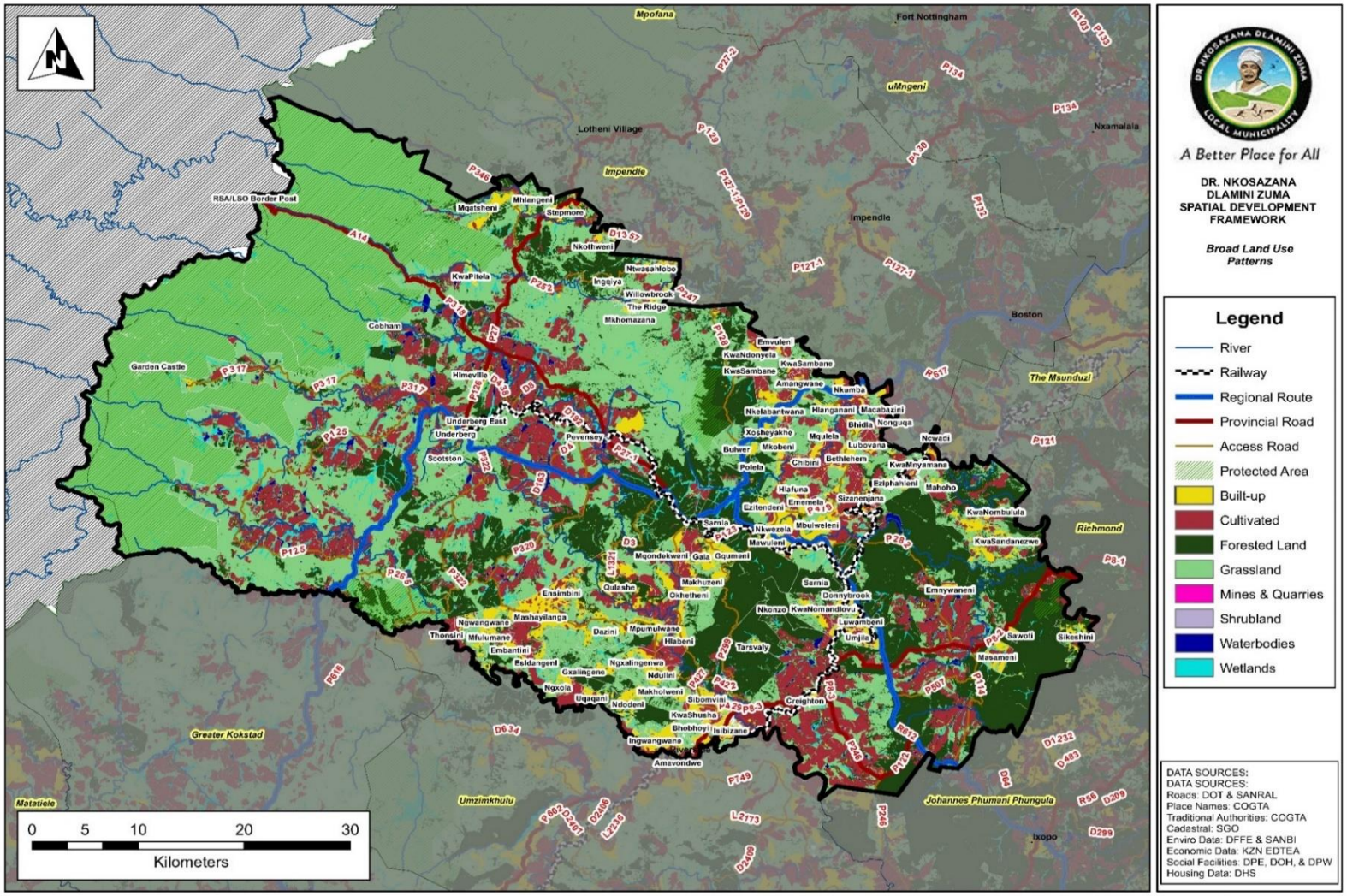
Tertiary corridors link service satellites in the sub-district and provide access to public and commercial facilities at a community level. The majority of these access roads are not tarred (are gravel) and therefore access at times of bad weather becomes problematic. The following tertiary corridors have been identified:

- P429, which links Centocow with other areas in Amakuze and Isibonelo Esihle traditional council.
- P299, which branches of from the R612 and links with Creighton in a south easterly direction.
- P419, which traverses Bhidla traditional council and links with the R612 south west.
- P282, which branches off from the R612 and links with the P8-2.
- D818, branches off from the P419 and P282 and traverses traditional council areas such as Vezokuhle and Zashuke.

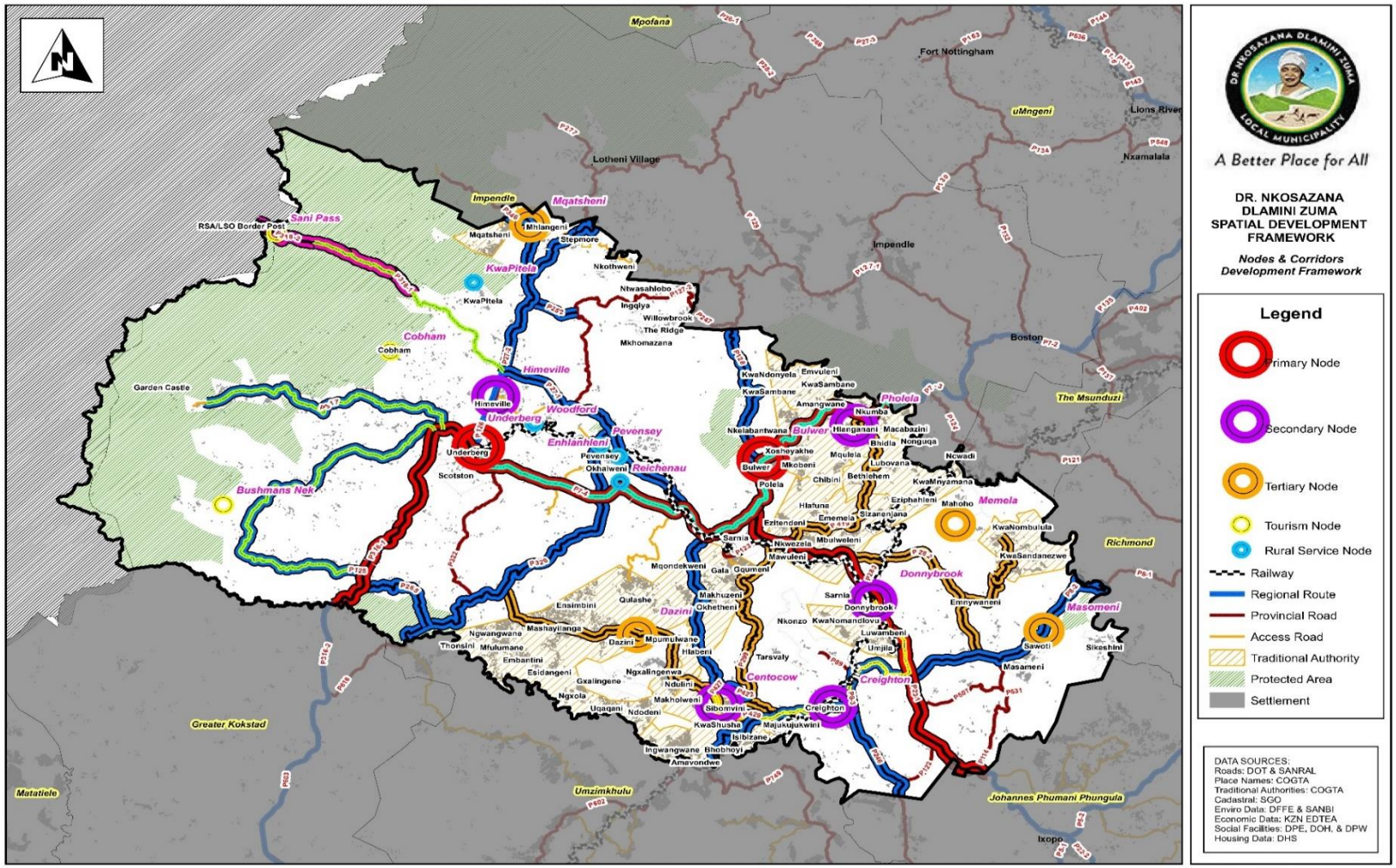
2.1.6.5. TOURISM ROUTES

The function of a tourism route aims at promoting and facilitating tourism development. The land use intensity should be limited to tourism and Cultural Activities. The following tertiary corridors have been identified:

- P125 on the western side leading of the R617 and joining up again serving farms around the Penwarn Country Lodge. The P125 also detours to Bushman's Nek.
- P317 from Underberg leading west towards Garden Castle/ Drakensberg Gardens



Map 9: Land Use Patterns



Map 10: Nodes & Corridors Development Framework

2.1.6.6. FUTURE DEVELOPMENT DIRECTION

The direction for future development within Dr Nkosazana Dlamini Zuma has been prioritized as follows:

- Outward expansion of the nodes. This should involve linking the existing nodes through activity or mobility route in a manner that promotes infill and interface development. This should be prioritized for primary and secondary nodes; and
- The existing nodes are still low in terms of densification. Inward densification could be encouraged within the primary nodes. However, this should be supported provided that there is sufficient infrastructure capacity to warrant it.

2.2. URBAN EDGES

An urban edge is essentially a geographically based line on a map indicating the edge between land available for urban development (infill and redevelopment) and land that is to remain part of the rural landscape and natural environment. Infill and redevelopment of lands in existing centres reduces the costs associated with infrastructure investments and servicing. It also revitalizes existing commercial centres, creates densities that support transit and neighbourhood shops, and supports economic development by creating clusters of businesses in proximity. The more that compact settlements can result from containing development within settlement boundaries, the more communities will become transit friendly, walkable and support viable commercial centres and nodes.

There are four Urban Edges that have been identified within Dr Nkosazana Dlamini Zuma Municipal Area. These cover the following areas:

- Bulwer Town;
- Underberg Town;
- Creighton; and
- Himeville.

2.3. SETTLEMENT EDGES

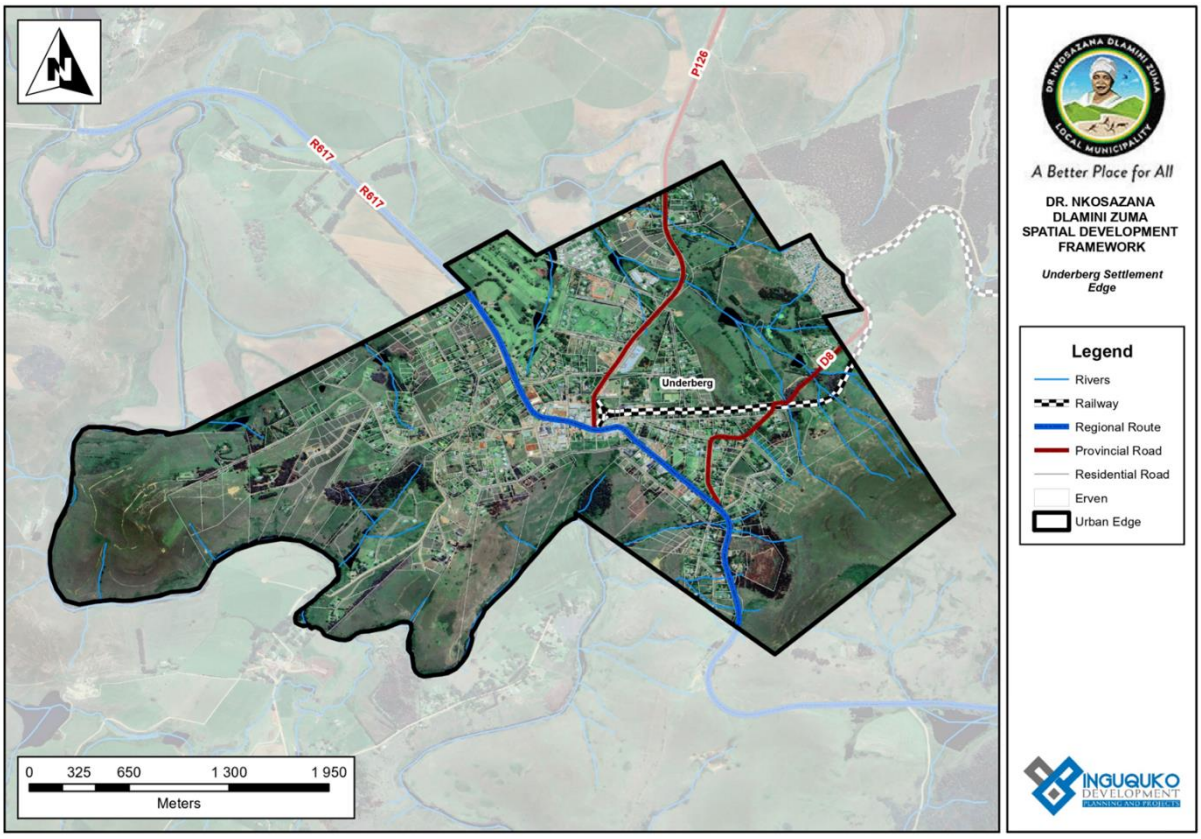
The outwards expansion of rural and isolated settlements is of great concern. The government will continue to battle to provide services efficiently and effectively in these areas unless this situation is halted. It will also be difficult to turn these areas into sustainable human settlements. The municipality therefore must work with the landowners, traditional leaders, and other relevant authorities to contain further outward expansion of these areas. In particular, the following activities will be undertaken in this regard:

- Delineation of settlement edges (outer boundary) beyond which residential and other physical development will be discouraged. Each boundary will be negotiated with relevant stakeholders.
- Working with those responsible for land allocation to formulate standards, develop settlement plans and identify potential sites for future residential use, public facilities, etc.
- Clear identification of land reserved for agricultural purposes, public facilities, public open spaces (active and passive) and other state domestic uses.

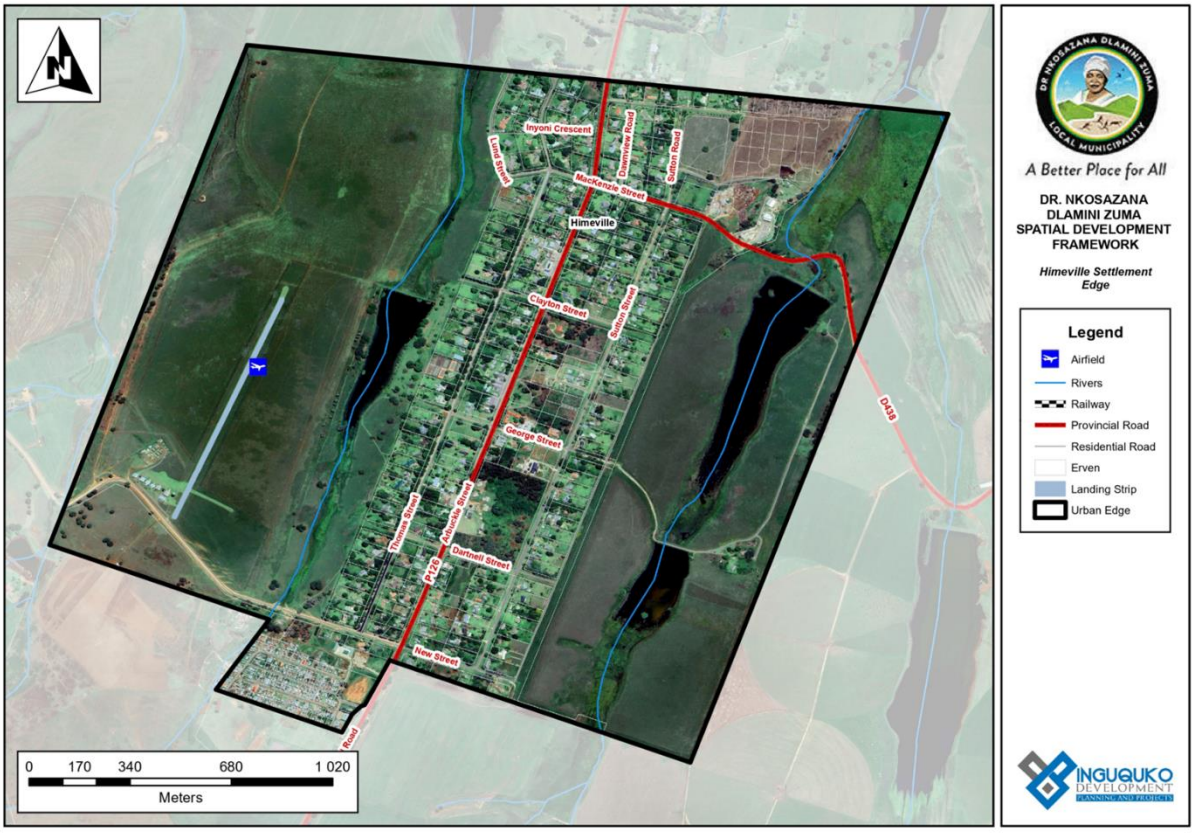
- Settlement clusters were identified for the various rural settlements. However, settlement edges must be refined and confirmed in consultation with each of the affected communities.

The settlement clusters are identified as follows:

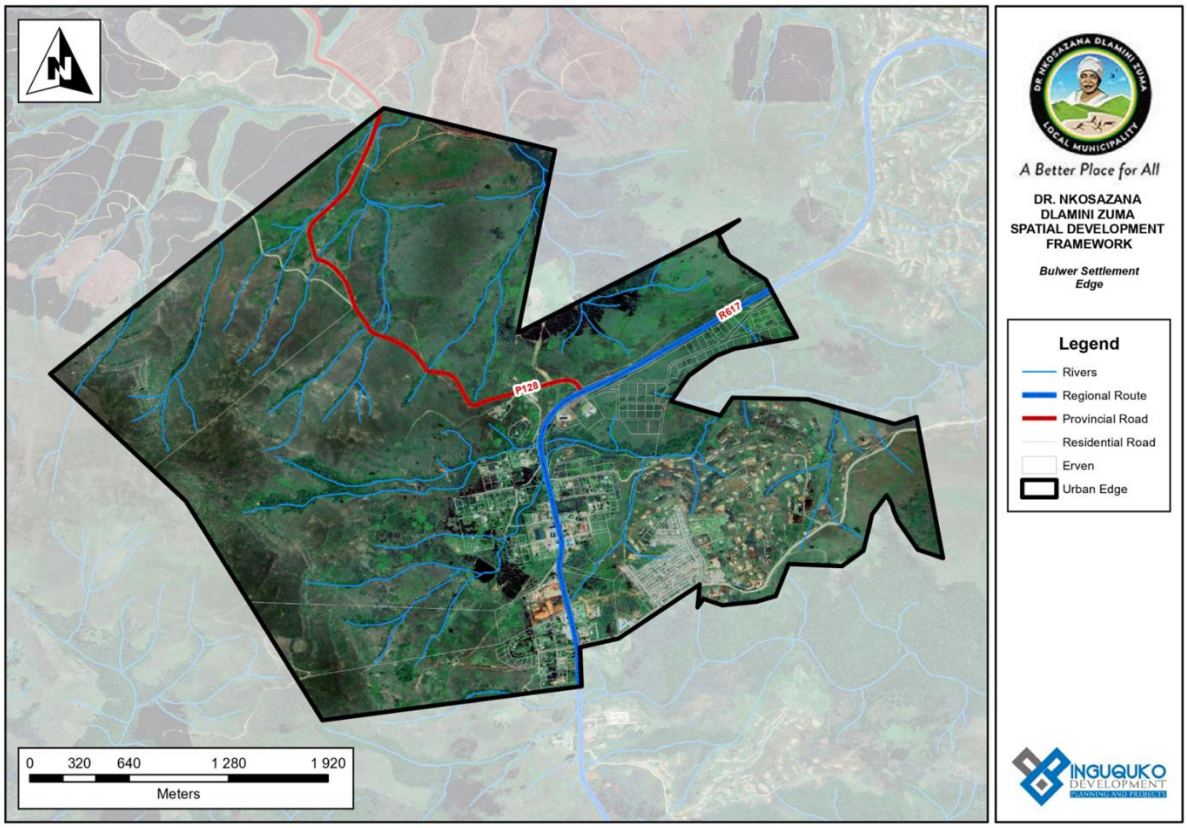
- Amakhuze
- Bazini
- Donnybrook - Memela
- Esharp
- Gqumeni - Gala
- Greater Centocow
- Greater Mnyamane
- Greater Nkumba
- Greater Nkwezela
- Kilmun
- Mnqundekweni
- Ngwagwana
- Qulashe
- Sandanezwe
- Stepmore Mqatsheni



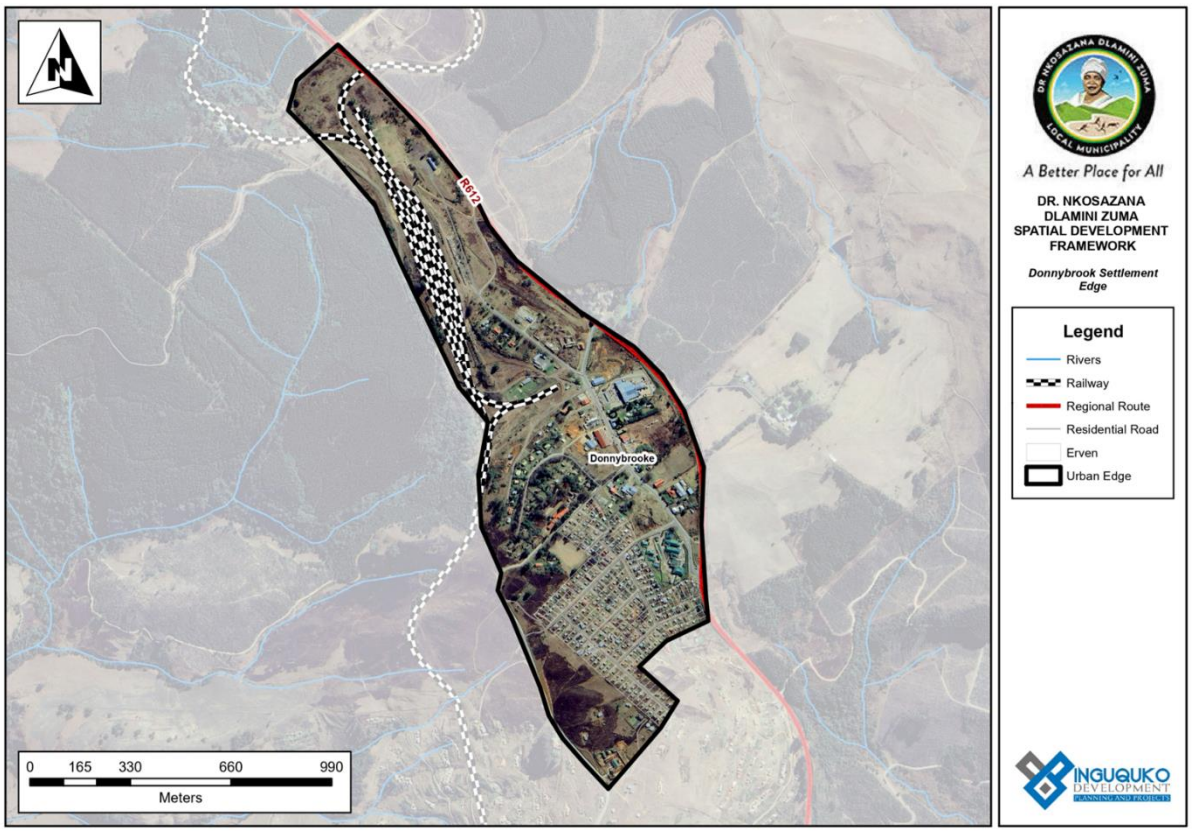
Map 11: Underberg Settlement Edge



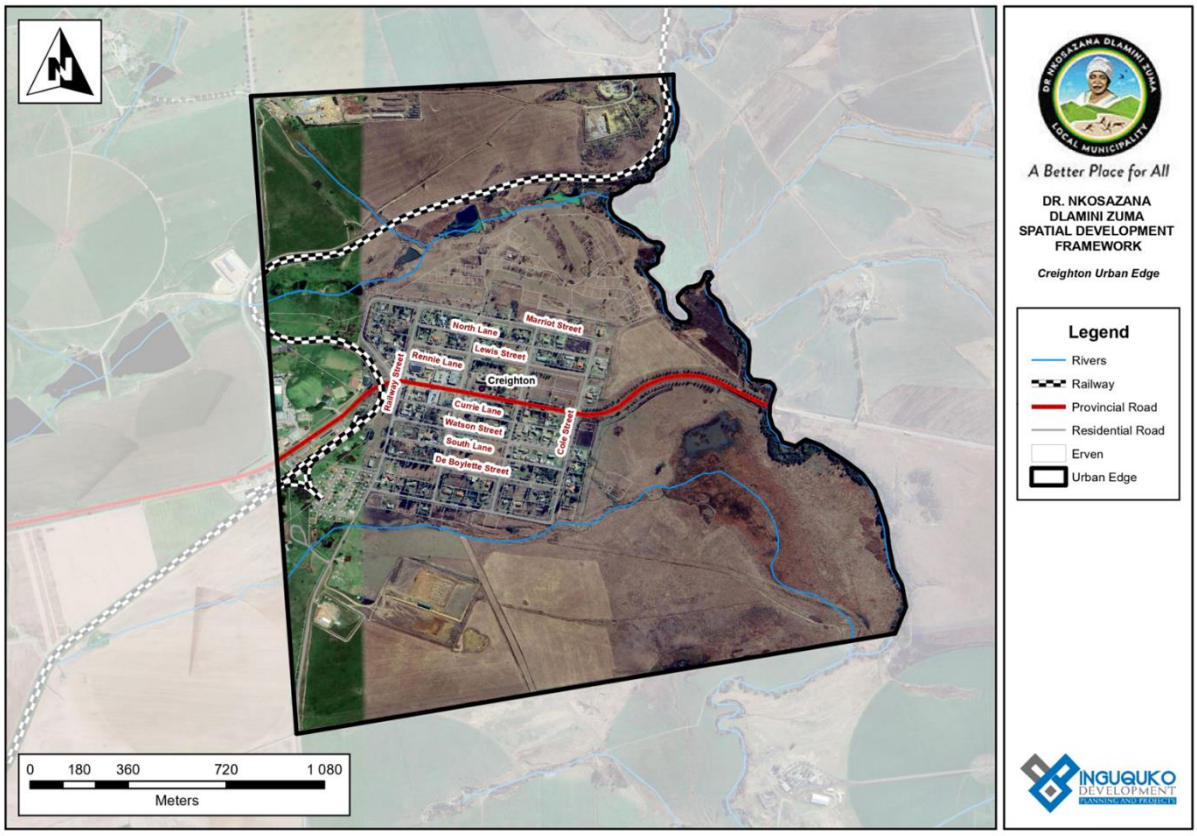
Map 12: Himeville Settlement Edge



Map 13: Bulwer Settlement Edge



Map 14: Donnybrook Settlement Edge



Map 15: Creighton Settlement Edge

2.4. MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK

2.4.1. PURPOSE AND ROLE OF THE SPATIAL DEVELOPMENT FRAMEWORK

The Municipal Spatial Development Framework (MSDF) is the municipality's long-term spatial planning instrument and provides the spatial expression of the Integrated Development Plan. It guides where and how development should occur within the municipal area, while ensuring that settlement growth, infrastructure investment, environmental management, economic development and land use change are coordinated in a sustainable manner.

The MSDF provides the overarching spatial development strategy for the municipality and introduces principles aimed at transforming rural settlements into sustainable human settlements. It also seeks to address the historical pattern of fragmented and dispersed development by promoting a more structured, efficient and sustainable settlement system.

The Draft Spatial Development Framework for the period 2026–2046 is informed by a strategic environmental assessment approach, which integrates environmental considerations at an early stage of spatial planning. This ensures that key environmental priorities such as biodiversity, water resources, climate resilience and agricultural land protection are embedded into spatial development decisions rather than being addressed only at project-level environmental impact assessment stage.

2.4.2. STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The Strategic Environmental Assessment (SEA) undertaken in support of the SDF establishes an environmental baseline for the municipality and identifies key environmental risks, constraints and opportunities that must guide spatial planning. The assessment highlights that biodiversity-sensitive areas, water resource constraints, climate change risks and agricultural land protection must be treated as central structuring elements of the municipal spatial framework.

The assessment further indicates that nodal consolidation is more sustainable than dispersed settlement growth. Concentrating development within identified nodes such as Underberg, Himeville, Bulwer, Donnybrook and other rural service centres reduce pressure on sensitive environmental areas, improves infrastructure efficiency and limits the long-term cost of service delivery.

The SDF therefore promotes compact growth, settlement consolidation and infrastructure-led development. This means that future development should be directed towards areas where services can be provided efficiently, where environmental risk is manageable and where social and economic facilities can be clustered to support sustainable communities.

2.4.3. SDF IMPLEMENTATION

The implementation of the SDF requires the municipality to actively reshape the built environment in a manner that reduces environmental risk, limits cumulative impacts and supports sustainable spatial development. The current settlement pattern reflects historical

development trends and ongoing socio-economic pressures, particularly in rural areas where dispersed growth places pressure on infrastructure, land resources and environmentally sensitive areas.

The Strategic Environmental Assessment identifies several risks associated with uncoordinated spatial development, including increased triggering of environmental authorisation requirements, vulnerability of infrastructure to climate-related impacts, high long-term maintenance costs and erosion of environmental assets that support livelihoods and ecosystem services.

Accordingly, the SDF must guide decision-making on land use, settlement expansion, infrastructure prioritisation, environmental protection and capital investment. It should also be used to inform the review of the municipal Land Use Scheme, infrastructure investment plans, housing programmes and sector plans.

2.4.4. HIERARCHY OF SPATIAL PLANS

The MSDF provides broad municipal-wide spatial direction and must be refined through a hierarchy of more detailed plans. These plans provide varying levels of detail and flexibility, depending on the scale of the area being planned and the nature of development pressure experienced.

The hierarchy of plans includes:

1. Municipal Spatial Development Framework;
2. Local Area Plans;
3. Precinct Plans;
4. Land Use Scheme and development controls;
5. Sector plans and capital investment programmes.

This hierarchy ensures that broad spatial policy is translated into practical implementation tools that guide land use, infrastructure investment, environmental management and development decision-making.

2.4.4.1. LOCAL AREA PLANS

Local Area Plans should be prepared for wider nodal areas, particularly those experiencing development pressure. A Local Area Plan provides locally focused planning guidance and assists in translating the broader MSDF proposals into more detailed planning direction for specific areas.

The purpose of a Local Area Plan is to establish a shared vision for a local area, address key planning issues, capitalise on development opportunities and provide an integrated approach to future growth. Local Area Plans should deal with matters such as land use zoning, density, public and private open space, infrastructure provision, built heritage, environmental conservation, tourism accommodation, community facilities and design standards.

The outcomes of Local Area Plans should be used to refine the MSDF and inform future reviews of the municipal Land Use Scheme.

2.4.4.2. PRECINCT PLANS

Precinct Plans provide a more detailed planning framework for specific development nodes, settlement clusters and priority growth areas within the municipality. These plans are intended to translate the broader spatial proposals of the Municipal Spatial Development Framework (MSDF) into more detailed spatial, land use and infrastructure guidance at a local level. Priority is generally given to nodes experiencing development pressure, infrastructure demand, socio-economic challenges or requiring targeted public investment interventions.

Precinct Plans establish a clear spatial structure and provide detailed guidance regarding land use proposals, housing typologies and densities, movement networks, open space systems, urban design principles, development parameters and the desired character of land use within a particular area. They also provide certainty to communities, developers and investors regarding future development expectations and implementation priorities.

These plans are intended to:

- Support municipal and provincial spatial planning objectives;
- Resolve competing land use and development pressures;
- Provide a framework for coordinated nodal development;
- Inform statutory planning controls and land use management;
- Guide infrastructure investment and public facility provision; and
- Promote sustainable and integrated settlement development.

Once completed, Precinct Plans should be incorporated into the municipal Land Use Scheme and used to guide long-term development and investment decisions within the identified precincts.

The municipality has undertaken several precinct and nodal planning initiatives over time. The Underberg/Himeville Precinct Plan was reviewed in 2025 in response to changing development trends, tourism pressures, infrastructure requirements and future growth management considerations within the primary development node of the municipality. The Bulwer Precinct Plan was initially developed in 2013 and the municipality is currently in the process of reviewing the plan through the Supply Chain Management (SCM) process for the appointment of a service provider. The Donnybrook Precinct Plan was developed in 2013 but has not yet undergone a formal review process, while the Creighton Precinct Plan was prepared in 2021.

In 2020, the municipality also prepared a broader Nodal Plan aimed at identifying settlement clusters, service nodes and future development priorities across the municipal area. The Nodal Plan provided a strategic framework for prioritising future planning and investment interventions, particularly within rural settlements experiencing high levels of poverty, underdevelopment, infrastructure backlogs and limited economic opportunities.

The Kilmun Precinct Plan emerged from this nodal planning process due to the significant socio-economic challenges affecting the area, including poverty, underdevelopment, limited investment and poor access to social and economic facilities. The purpose of the precinct planning initiative was to guide coordinated development interventions aimed at improving quality of life, attracting investment and supporting local socio-economic development.

The municipality recognises that there are several other settlement areas and rural nodes that may require more detailed local or precinct-level planning in future due to factors such as increasing settlement density, infrastructure pressures, environmental sensitivity, service delivery challenges and economic development opportunities. However, the prioritisation and implementation of future precinct planning initiatives will be informed by the Nodal Plan framework and will remain subject to the availability of financial and institutional resources.

2.4.5. PROJECT IDENTIFICATION AND CAPITAL INVESTMENT

The SDF must guide the identification, prioritisation and sequencing of capital investment projects. The projects identified for each municipal term should contribute towards the long-term spatial vision of the municipality and support sustainable settlement transformation up to 2046.

For the period leading towards 2031–2035, the municipality's capital investment approach should continue to support the transition towards climate-smart, digitally connected and economically resilient rural development. Priority investment areas include renewable energy, broadband infrastructure, sustainable human settlements, tourism development, circular economy initiatives and institutional strengthening.

The SDF therefore provides a spatial framework for aligning municipal investment with long-term sustainability, infrastructure efficiency, environmental protection and inclusive economic growth.

2.4.6. STRATEGIC DEVELOPMENT PRIORITIES

The SDF identifies several long-term spatial development priorities, including renewable energy development, ICT and broadband expansion, circular economy and waste management, sustainable human settlements, tourism and cultural economy development, and improved spatial governance.

Renewable energy opportunities include solar energy development around Bulwer and Donnybrook, microgrid systems for rural settlements and possible small hydro opportunities where environmentally appropriate. ICT and broadband infrastructure should be expanded along key corridors such as the R617 and R612 to support e-governance, digital inclusion, education and enterprise development.

Sustainable human settlement planning should focus on densification, mixed-use development, settlement edge management and rural service node consolidation. Tourism development should strengthen linkages between Sani Pass, Underberg, Bulwer, Cobham and heritage-based rural tourism assets. Waste management and circular economy initiatives

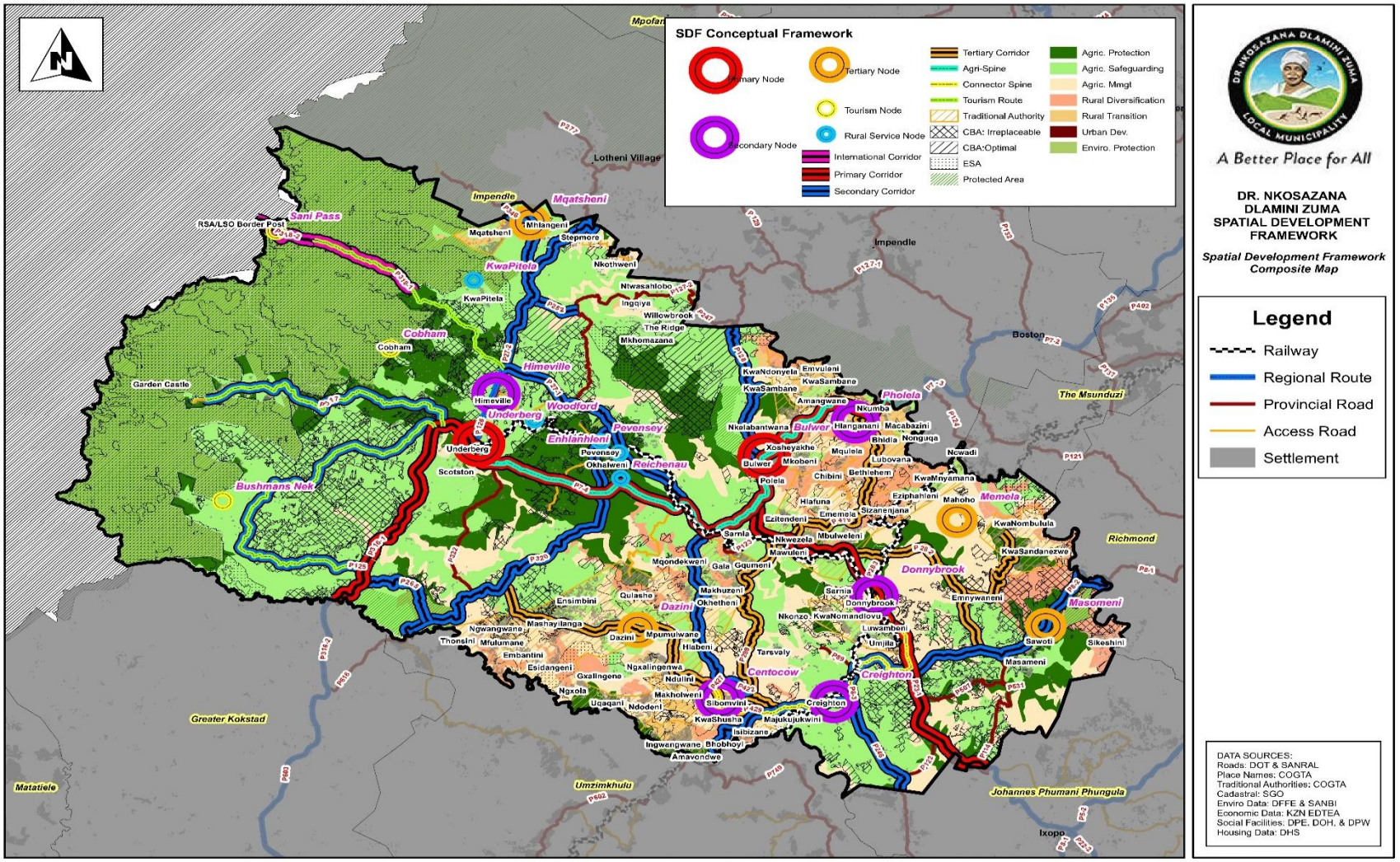
should promote recycling, buy-back centres, composting, green enterprise development and improved waste infrastructure.

2.4.7. INSTITUTIONAL STRENGTHENING AND MONITORING

Effective implementation of the SDF requires strong institutional coordination, monitoring and intergovernmental alignment. The municipality should strengthen spatial governance through improved GIS capability, implementation monitoring systems, intergovernmental planning forums and performance-based spatial investment tracking.

An SDF Implementation and Monitoring Office, supported by GIS systems and spatial dashboards, would assist the municipality in tracking development trends, monitoring implementation progress and ensuring that investment decisions remain aligned with the spatial development strategy. This will also improve coordination between the municipality, Harry Gwala District Municipality, provincial departments, traditional leadership structures, sector departments and development partners.

Overall, the SDF positions spatial planning as a key instrument for achieving sustainable development, environmental resilience, infrastructure efficiency and inclusive rural transformation within the Dr Nkosazana Dlamini Zuma Local Municipality.



Map 16: SDF Composite Map

2.5. LAND USE MANAGEMENT SYSTEM (LUMS)

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) requires municipalities to adopt and implement a single Land Use Scheme (LUS) for the regulation and management of land use within their jurisdiction. The Dr Nkosazana Dlamini Zuma Local Municipality adopted its single Land Use Scheme in 2020 and is currently undertaking a review of the scheme to align it with emerging development trends, environmental sustainability principles, the Municipal Spatial Development Framework (MSDF) and current development pressures within the municipality.

Section 24(1) of SPLUMA requires every municipality, after public consultation, to adopt and approve a single Land Use Scheme (LUS) for its entire municipal area within five years of the commencement of the Act. The Dr Nkosazana Dlamini Zuma Local Municipality adopted its single Land Use Scheme in 2020, replacing the previous fragmented planning schemes inherited from the former KwaSani and Ingwe municipal areas. The municipality is currently undertaking a review of the Land Use Scheme in order to align it with emerging development trends, environmental sustainability principles, the Municipal Spatial Development Framework (MSDF), evolving rural settlement dynamics, and current development pressures across the municipality.

SPLUMA defines a Land Use Scheme as a document that regulates and manages land use and confers land use rights. The scheme regulates the lawful use and development of land and provides a framework within which land development applications are assessed and determined by the municipality. As such, the Land Use Scheme carries the force of law and functions as one of the municipality's primary implementation tools for spatial planning and land use management.

The Land Use Management System (LUMS) refers to the broader set of tools, systems, procedures, and institutional arrangements required by a municipality to effectively manage land development and land use change. The Land Use Scheme and the Spatial Development Framework (SDF) are key components of the LUMS, but they do not function in isolation. The broader LUMS also includes:

- Strategic planning instruments and sector plans;
- Geographic Information Systems (GIS);
- Property registration, cadastral and land audit systems;
- Valuation and rating systems;
- Development application procedures;
- Building plan approval systems;
- Enforcement mechanisms and by-laws; and
- Institutional and administrative arrangements for land use management.

These components are intended to function as an integrated system to support coordinated spatial planning, development management, infrastructure investment and sustainable land use governance.

The relationship between the Spatial Development Framework (SDF) and the Land Use Scheme is central to ensuring consistency between strategic planning and land use decision-making. The SDF provides the municipality's long-term spatial vision and strategic development direction, while the Land Use Scheme translates these strategic objectives into enforceable property-level land use controls and development rights.

In this regard, the Land Use Scheme functions as an implementation mechanism for the municipality's broader policy objectives contained within the Integrated Development Plan (IDP), MSDF, Strategic Environmental Assessment (SEA) and other sector plans. The scheme therefore assists the municipality in:

- Guiding settlement growth and nodal development;
- Protecting environmentally sensitive areas;
- Managing development within agricultural and biodiversity-sensitive landscapes;
- Promoting sustainable and integrated human settlements;
- Coordinating infrastructure investment;
- Regulating land use rights and development parameters; and
- Supporting spatial justice, sustainability and economic development objectives.

The municipality's current approach to land use management is strongly informed by the strategic direction of the Draft MSDF (2026–2046) and the Strategic Environmental Assessment, both of which emphasise compact growth, nodal consolidation, infrastructure-led development and environmental sustainability. The municipality recognises that dispersed and uncoordinated development patterns increase infrastructure costs, environmental risk and long-term service delivery pressures. Land use management must therefore actively support settlement consolidation, protection of environmental assets, climate resilience and efficient infrastructure provision.

The municipality also recognises that the Land Use Scheme is not a static "master plan," but rather a dynamic and continuously evolving land management tool. The scheme will continue to be amended over time through development applications, policy reviews and changing development requirements. It is therefore important that the municipality maintains sufficient institutional capacity, technical expertise and integrated spatial planning systems to ensure that land use decisions remain aligned with the strategic objectives of the IDP, SDF and SPLUMA principles.

The ongoing review of the Land Use Scheme further provides an opportunity for the municipality to strengthen alignment between spatial planning, environmental management, infrastructure planning, rural settlement management and economic development objectives, while responding to emerging development trends and future growth pressures across the municipality.

2.6. COMMUNITY BASED PLANS

Community Based Planning (CBP) forms an important component of the Integrated Development Plan (IDP) process of the Dr Nkosazana Dlamini Zuma Local Municipality. The Ward Based Plans for the 2026/2027 financial year were developed through consultation with Ward Councillors, Ward Committees, traditional leadership structures, Community Development Workers, war rooms, stakeholders and local communities across all fifteen wards. These plans provide a grassroots reflection of the socio-economic conditions, development challenges, existing resources, opportunities and community priorities within the municipality.

The ward-based planning process revealed that the municipality is predominantly rural in nature, with large portions of land falling under Ingonyama Trust areas and traditional authority jurisdiction. Most wards are characterised by scattered rural settlements, high levels of poverty, unemployment and dependency on social grants. A significant percentage of households in many wards still reside in traditional mud structures, indicating the continued need for housing and improved living conditions.

The community consultations identified recurring social challenges across the municipality, including high levels of alcohol and drug abuse, stock theft, gender-based violence, teenage pregnancy, school dropouts, HIV/AIDS-related challenges and increasing incidents of crime such as housebreakings and theft. In some wards, communities also raised concerns relating to undocumented illegal migrants, lack of policing services and inadequate social support programmes.

Despite these challenges, communities identified several existing strengths and opportunities within the municipality. These include active community halls, schools, clinics, sports facilities, agricultural activities, tourism potential, religious institutions, community organisations, EPWP and CWP programmes, and growing participation of youth in sports and cultural activities. Some wards also highlighted opportunities linked to agriculture, tourism development, youth programmes, local economic development initiatives and improved stakeholder relations.

The ward plans consistently identified the need for improved access to basic services and infrastructure. Key priorities raised by communities include:

- Provision and maintenance of water supply schemes and boreholes;
- Improvement and upgrading of roads, bridges and access roads;
- Housing delivery and electrification infills;
- Improved sanitation and waste management services;
- Construction and upgrading of sports facilities and community halls;
- Establishment of libraries, youth centres and skills development centres;
- Improvement of cellular network coverage and ICT infrastructure;
- Increased employment and sustainable livelihood opportunities; and
- Strengthening of community safety and crime prevention initiatives.

A common concern raised across several wards relates to the poor condition of rural roads and inadequate public transport infrastructure, which negatively affects access to schools, clinics, economic opportunities and emergency services. Communities also highlighted the need for scholar transport, pedestrian bridges and improved maintenance of existing infrastructure.

The CBP process further highlighted the importance of intergovernmental coordination and sector department support in addressing community needs. Existing interventions by departments such as Health, Social Development, Agriculture, Human Settlements, Transport and COGTA were acknowledged by communities, particularly through programmes such as EPWP, CWP, Zibambele, social grants, housing projects and community healthcare services. However, communities emphasised the need for expanded programmes, better maintenance of infrastructure and improved service delivery coordination.

Overall, the Community Based Planning process confirmed that communities across the municipality aspire towards safe, healthy, economically active and well-serviced settlements. The priorities identified through the ward-based plans directly inform the municipality's IDP priorities, sector plans, budgeting processes and project implementation programmes for the medium term. The CBP process therefore remains a critical mechanism for promoting participatory governance, strengthening accountability and ensuring that municipal planning is responsive to the needs and aspirations of local communities.

2.7. THE NATURAL ENVIRONMENT

2.7.1. TOPOGRAPHY

The Dr Nkosazana Dlamini Zuma Local Municipality is characterised by significant topographic variation, with landscapes dominated by rugged mountains, rolling uplands, deeply incised river valleys and extensive areas of moderate to steep slopes. Altitude within the municipality ranges from approximately 2 083 metres above sea level at aMahwaqa Peak in the north-eastern areas to approximately 450 metres above sea level within the Umkhomazi River Valley in the south. The municipality generally comprises gently undulating to steeply undulating terrain, with flatter and gently sloping land largely restricted to small plateau areas mainly located within the western highlands.

From a spatial planning and environmental management perspective, topography is a major determinant of development suitability within the municipality. Steep slopes are highly sensitive to disturbance and are vulnerable to erosion, slope instability and landslides, particularly where vegetation cover is removed or where development requires extensive earthworks, road terracing and stormwater infrastructure. Existing settlement patterns and transport routes already intersect with steep terrain in many areas, increasing long-term infrastructure maintenance costs and cumulative environmental risk.

Although gentler slopes may appear more suitable for development, many of these areas coincide with hydrologically sensitive environments such as wetlands, floodplains and river corridors, creating additional development constraints related to flooding and environmental sensitivity.

Strategically, the municipality's topography imposes significant limitations on conventional urban expansion and requires a terrain-responsive approach to spatial planning. Future development should therefore prioritise settlement consolidation, selective growth in suitable areas, and infrastructure investment that minimises environmental disturbance and long-term financial costs. The IDP has identified and outlined these topographic features as important environmental constraints that must guide future land use planning and infrastructure development within the municipality.

2.7.2. GEOLOGY AND SOIL TYPE

The Dr Nkosazana Dlamini Zuma Local Municipality contains a diverse geological environment consisting of multiple geological formations that influence topography, river alignment, soil formation, groundwater movement and the suitability of land for development. The municipal area is predominantly underlain by mudstone and dolerite formations, particularly within the north-western and central portions of the municipality, while the southern and south-eastern areas are dominated by shale formations interspersed with Ecca Group arenite. The eastern lower-lying areas are characterised by shale and arenitic geological formations.

The geological characteristics of the municipality play an important role in determining land stability, erosion susceptibility and construction feasibility. The soils within much of the municipal area are generally regarded as having relatively low fertility and are highly susceptible to erosion. This increases environmental vulnerability, particularly where land disturbance occurs through infrastructure development, vegetation clearing, poor land management practices or uncontrolled settlement expansion.

From an environmental planning perspective, geology is a key determinant of development risk, especially in relation to slope stability, excavation potential and infrastructure development. Certain geological formations are more prone to weathering, erosion and instability, particularly where development activities involve blasting, trenching, vegetation removal or extensive earthworks. In such areas, even relatively small-scale developments may result in disproportionate environmental disturbance, sediment mobilisation and increased long-term maintenance costs.

The municipality's existing settlements and infrastructure networks often traverse geologically sensitive terrain, reflecting historical development patterns. However, repeated infrastructure interventions such as road upgrades, service trenching and infrastructure installation within geologically constrained areas increase the risk of slope failure, erosion and impacts on downstream water quality systems.

Geological conditions must therefore be carefully integrated into spatial planning, infrastructure alignment and development management processes in order to reduce environmental risk, promote sustainable land use management and minimise future infrastructure vulnerability. The IDP and environmental assessment processes should ensure that geological constraints are adequately considered when evaluating future development proposals within the municipality.

2.7.3. LAND CAPABILITY

Land capability within the Dr Nkosazana Dlamini Zuma Local Municipality is an important factor in determining the suitability of land for agriculture, settlement development and other land uses. Land capability refers to the extent to which land can sustainably support one or more land uses under specific management conditions. The Agricultural Research Council (ARC), through studies undertaken by Schoeman et al. (2002), identified land capability within the municipality using criteria related to terrain, soils and climate. These criteria include slope, erosion risk, soil depth, drainage, soil texture, acidity, moisture availability, frost occurrence and other environmental factors.

The municipality contains varying soil types with differences in depth, fertility, drainage capacity and susceptibility to erosion. Large portions of the municipal area are characterised by moderate to low land capability, with many soils being highly vulnerable to degradation when subjected to intensive cultivation, overgrazing or inappropriate land use practices. Shallow soils located on steeper slopes are particularly sensitive to erosion, while deeper alluvial soils within valley bottoms generally have higher agricultural potential but are often associated with hydrological sensitivity and flood risk.

The Agricultural Research Council identified eight land capability classes within South Africa. Land capability classes 1 to 4 are regarded as suitable for cultivation, while classes 5 to 8 are generally more suitable for grazing, forestry and wildlife purposes. Within the municipality,

high potential agricultural land represents an important strategic natural resource that supports livelihoods, food security and agricultural productivity.

From a spatial planning perspective, land capability has direct implications for both agricultural sustainability and future settlement development. High value agricultural land and productive soils should be protected from inappropriate non-agricultural development, while erosion-prone and environmentally sensitive areas require careful land management and controlled development practices.

Strategically, the municipality promotes land capability-informed spatial planning to ensure that settlement expansion, infrastructure development and economic activities are aligned with environmental suitability and long-term sustainability objectives. The IDP therefore seeks to protect productive agricultural land, minimise soil degradation and encourage sustainable land use management practices across the municipality.

2.7.4. VEGETATION

Dr Nkosazana Dlamini-Zuma Local Municipality has a wide diversity of vegetation. This includes vegetation that is well represented elsewhere in the province, vegetation that is of particular ecological interest (such as the plant communities that are associated with the dolerite dykes in the area).

The variety of vegetation types is widespread throughout the NDZ municipal area. Safe to highlight that there are two main vegetation types, which have been identified as being the most significant to the biodiversity in the area. They are namely: -

Mist belt grassland- This vegetation type is endemic to KZN and has a high biodiversity value due to the lack of representation of true Mist belt grassland inside and outside the formally protected areas. The Mist belt grassland plays an important role in the provision of a suitable habitat for endangered blue swallow and Oribi.

Mist belt Forests- This forest is probably the most important forest in the area. This is mainly because it is one of the few forests with a high number of Cape Parrots and it has the Tree Hyrax. Therefore, the conservation of this forest is of great importance.

The vegetation in Dr Nkosazana Dlamini-Zuma Local Municipality contains several environmentally important and sensitive vegetation types. The area can be divided into seven Bio-resource groups namely,

- Moist Highveld Sourveld (24%),
- Dry Highveld Sourveld (<1%),
- Moist Transitional Tall Grassveld (60%)
- Moist Midlands Mist belt (4%),
- Moist Tall Grassveld (6%),
- Coast Hinterland Thornveld (<1%), and
- Valley Bushveld (5%)

Aside from the indigenous (natural) vegetation, there are extensive areas upon which agricultural activities have affected significant changes to the vegetation. Amongst the most obvious of these are the commercial forestry operations.

Dr Nkosazana Dlamini-Zuma Local Municipality has an important role to play in ensuring that both conservation and development are complimentary to one another and ensure that the natural environment is not compromised. It is recommended that development procedures be carried through thoroughly and concisely for all developments taking place within the municipality, more particularly around natural water resources and wetland features.

2.7.5. RIVERS AND WETLANDS

The municipality is traversed by a network of rivers, streams, wetlands, and drainage lines that form part of larger catchment systems. These aquatic features perform critical ecological functions, including water supply, flood attenuation, sediment regulation, and habitat provision. Wetlands and riparian zones are particularly sensitive to disturbance and play a disproportionate role in maintaining downstream water quality and ecosystem resilience. Floodplains associated with major river systems represent zones of heightened risk, where settlement expansion and infrastructure development can result in repeated flood damage, water pollution, and disruption of natural flow regimes. Informal settlements and rural infrastructure located within or adjacent to these systems are especially vulnerable to both gradual degradation and extreme flood events. At a strategic level, hydrological systems constitute high-risk, high-sensitivity components of the receiving environment. Spatial planning decisions that allow incremental encroachment into riparian corridors and wetlands are likely to generate cumulative impacts that trigger EIA Listing Notices repeatedly over time, particularly in relation to linear infrastructure and service extensions. The hydrology map illustrates a dense and interconnected network of rivers, streams, wetlands, and drainage lines across the Dr Nkosazana Dlamini Zuma Local Municipality. These aquatic systems form part of larger regional catchments and play a critical role in water supply, flood attenuation, sediment regulation, and the maintenance of ecological integrity both within and beyond the municipal boundary. From a strategic environmental perspective, hydrological features represent some of the most sensitive components of the receiving environment. River corridors, wetlands, and floodplains are inherently dynamic systems that are highly responsive to disturbance. Development within or adjacent to these systems—particularly settlement expansion, road construction, and bulk service infrastructure—poses a high risk of altering natural flow regimes, degrading water quality, and increasing downstream flood risk. The map indicates that many existing settlements, agricultural activities, and transport routes are located in close proximity to watercourses. While this reflects historical patterns of settlement around water availability, it also highlights areas of elevated cumulative impact risk. Incremental encroachment into riparian zones, even where individual interventions are small, results in progressive loss of ecological function and increased regulatory exposure.

From an EIA perspective, hydrological sensitivity is a frequent trigger for environmental authorisation under:

- Listing Notice 1, for activities involving watercourse crossings, earthworks, and infrastructure within regulated distances; and
- Listing Notice 3, where activities occur in watercourses or within specified buffer zones in environmentally sensitive areas.

The cumulative risk is particularly pronounced where linear infrastructure—such as roads, pipelines, and electricity lines—repeatedly crosses rivers and wetlands. Each crossing represents a discrete regulatory trigger, but collectively these interventions can significantly compromise catchment health.

Strategically, the hydrology map signals that:

- riparian corridors and wetlands function as non-negotiable environmental buffers.
- development pressure within flood-prone areas increases long-term disaster risk and service disruption; and
- spatial planning must prioritise avoidance of watercourses wherever possible, rather than relying on mitigation at project level.

Within the IDP context, hydrological systems should be treated as structuring elements that guide the location of development and infrastructure, reinforcing the need for compact settlement patterns and environmentally responsive infrastructure routing.

2.7.6. CLIMATE AND AIR QUALITY

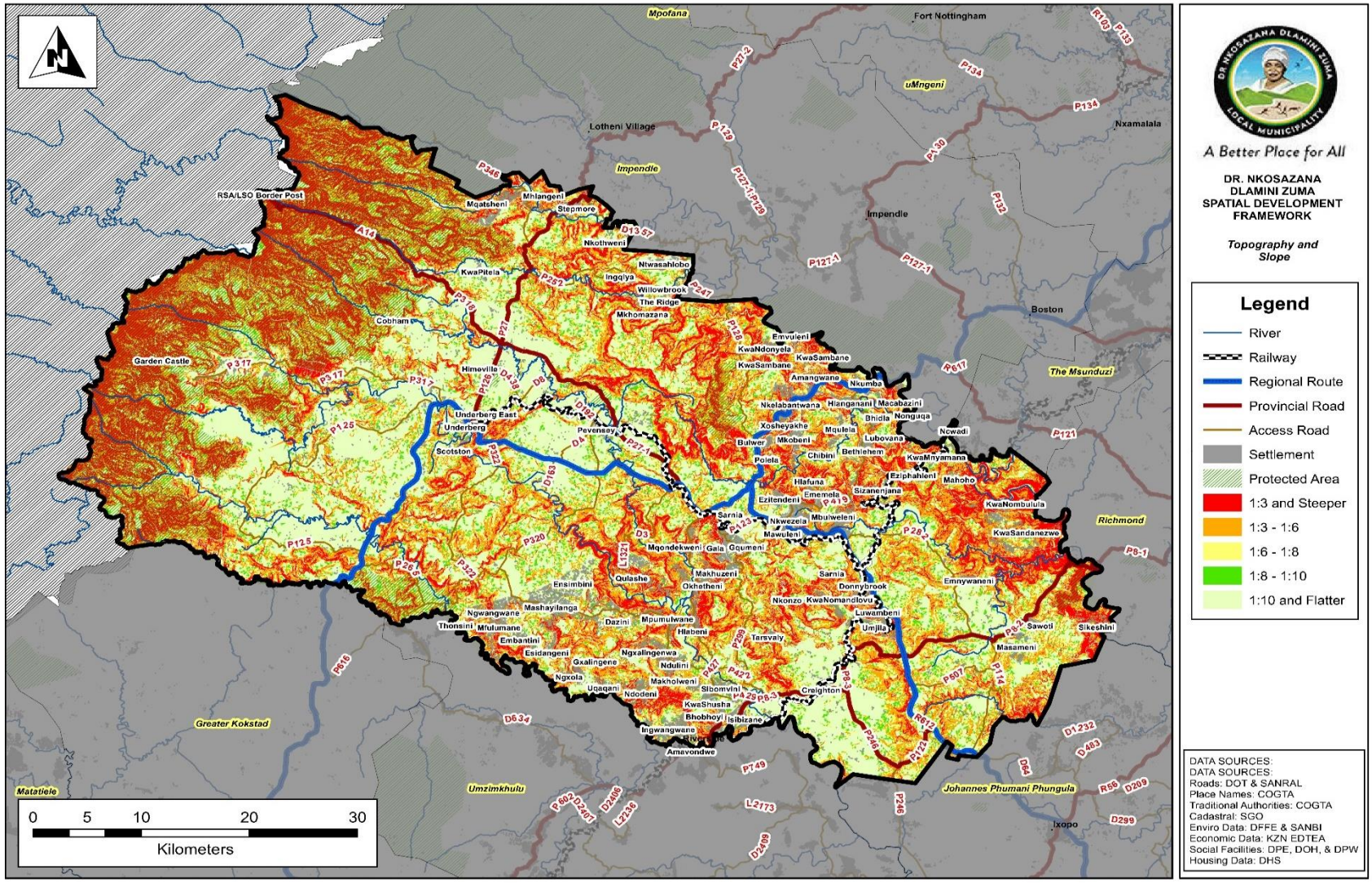
Due to the rural nature of Dr Nkosazana Dlamini-Zuma Local Municipality, the air quality is considerably good. The dispersed housing and numerous plantations found in and around the area allow for a good carbon oxygen cycle. Thus, the only air pollution that could endanger the livelihoods of the inhabitants would be the burning of wood, forest waste and fugitive dust emissions generated from unpaved roads.

Two bio-climatic regions exist. These are the highlands and the moist upland bio-climatic regions. The area can be categorized into two temperature zones:

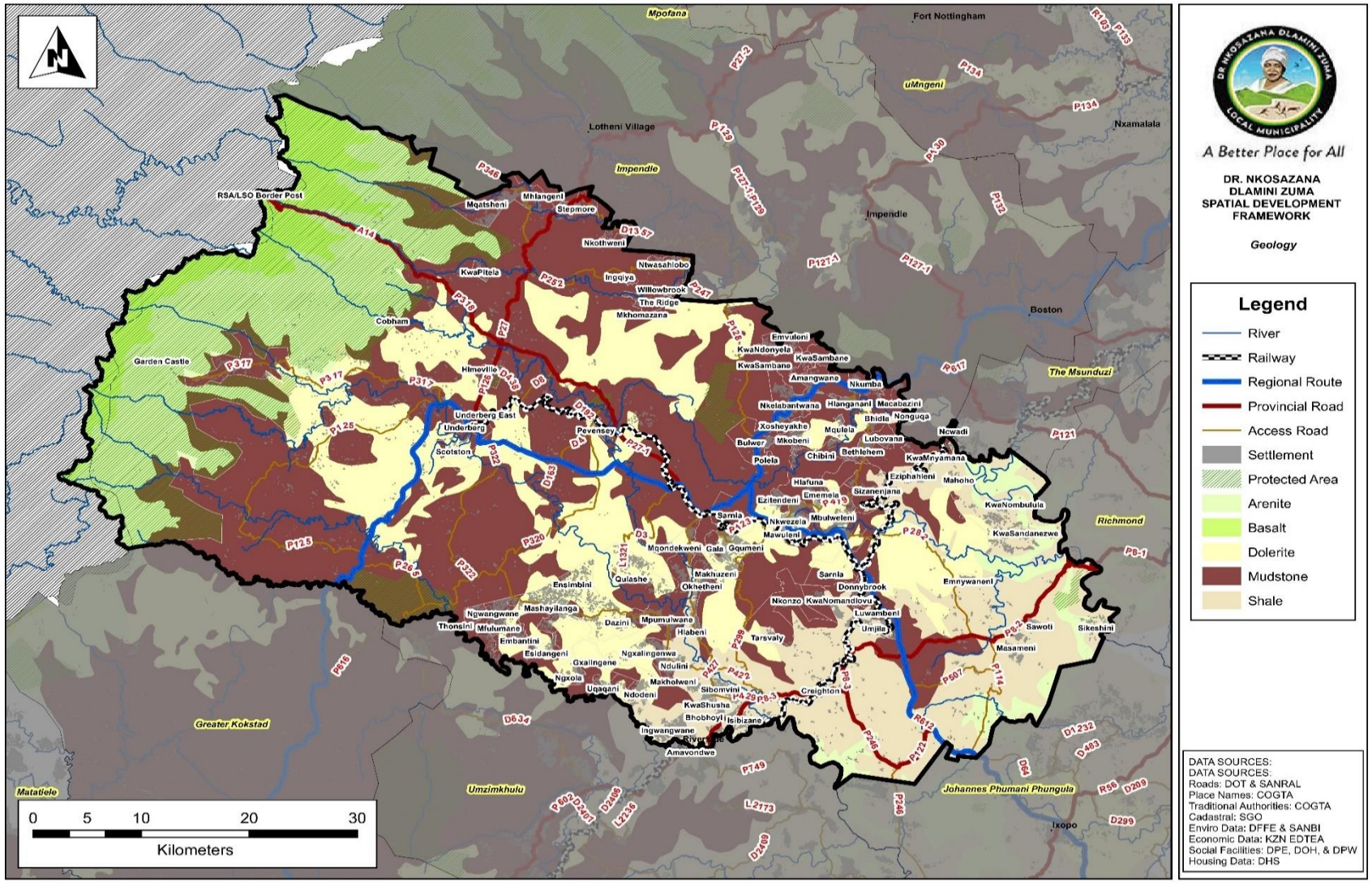
The western (higher) portions of Dr Nkosazana Dlamini-Zuma Local Municipality have good climate and are typically cooler. Winter temperatures in the cooler western regions often drop below 00 C. The eastern (lower) portions can be described as having a high climate. Warmer eastern regions temperatures seldom drop below 50 C.

Summer temperatures range from the low thirties in the west to the high thirties in the east. The mean annual rainfall in the area is between 700 and 1200mm per annum, with the eastern areas generally being drier than those in the western area.

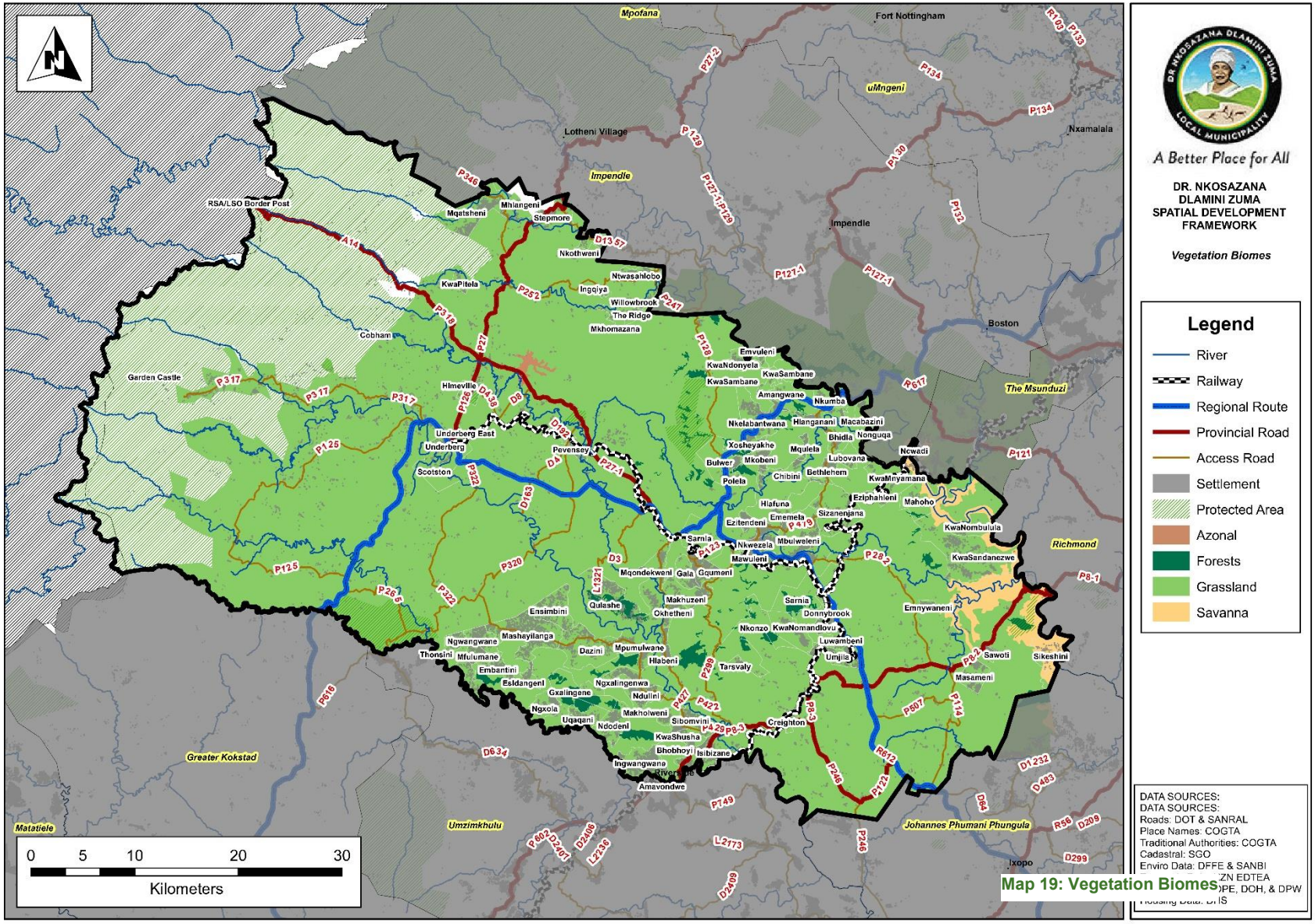
There is variability in the features that influence the region’s climate. This produces extreme weather conditions in Dr Nkosazana Dlamini-Zuma Local Municipality. Some of the most common climate extremes cause serious impacts. These often record numerous deaths, damage to households (leaving people homeless), create health concerns, and require efficient emergency assistance. It also affects biodiversity negatively.



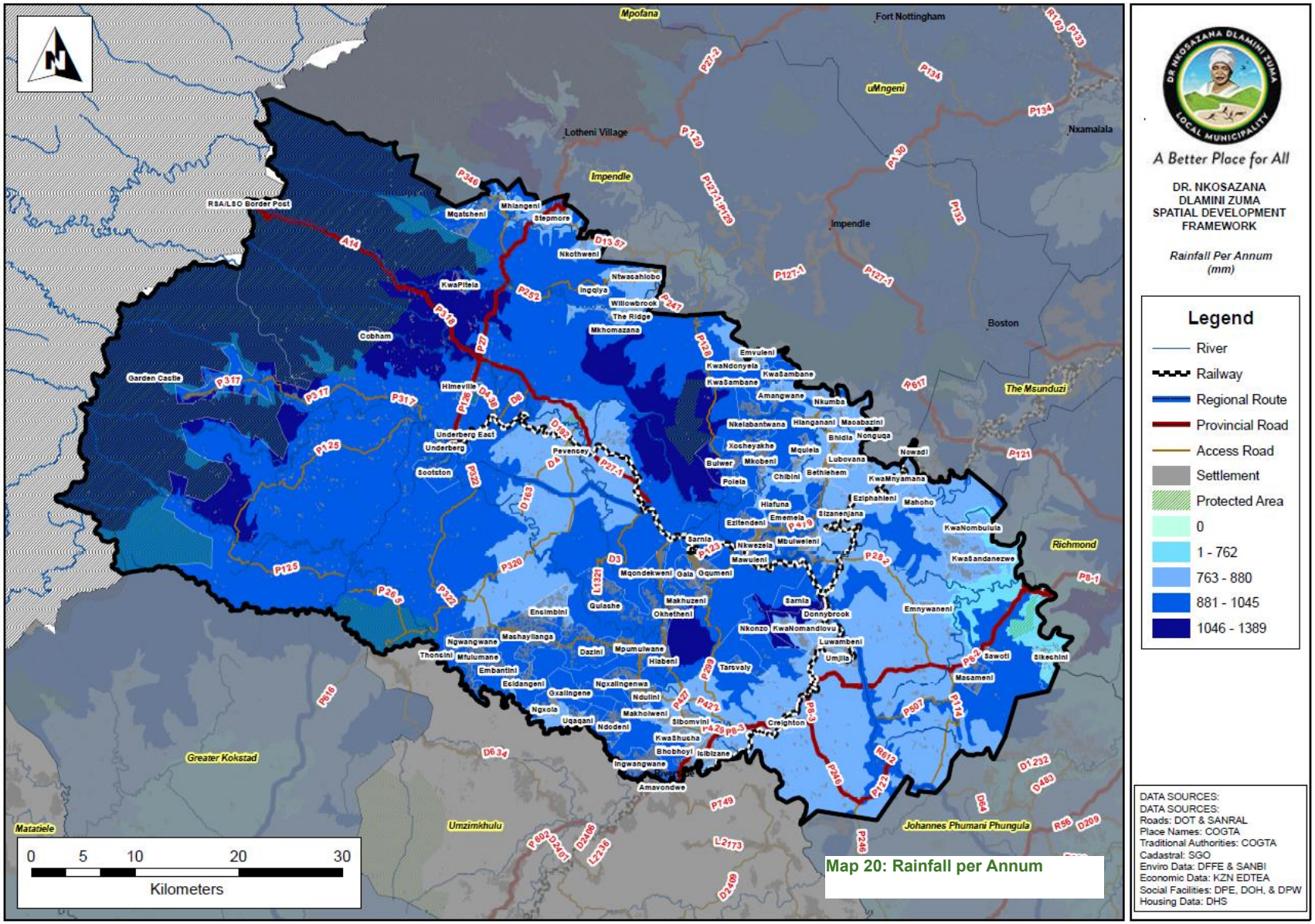
Map 17: Topography and Slope



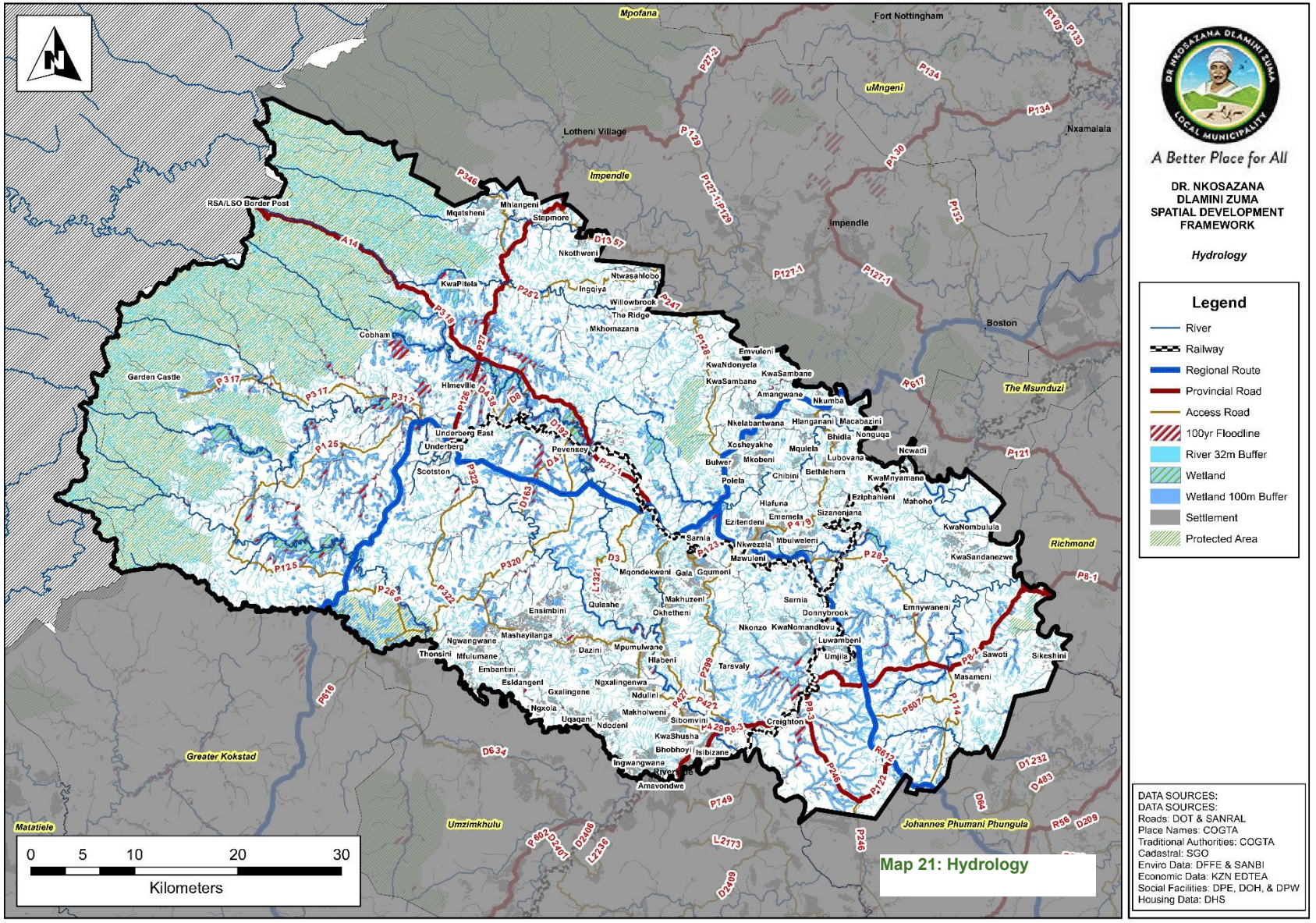
Map 18: Geology



Map 19: Vegetation Biomes



Map 20: Rainfall per Annum


A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Hydrology
Legend
River
Railway
Regional Route
Provincial Road
Access Road
100yr Floodline
River 32m Buffer
Wetland
Wetland 100m Buffer
Settlement
Protected Area
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
0 5 10 20 30
Kilometers
Map 21: Hydrology
Mpofana
Fort Nottingham
uMngeni
Lotheni Village
Nxamalala
Impendle
RSA/LSO Border Post
Mhlangeni
Mqatsheni
Stepmore
Nkothweni
Ntwasahlobo
KwaPitela
Ingqiya
Willowbrook
The Ridge
Mkhomazana
Cobham
Garden Castle
Himeville
Underberg East
Underberg
Pevensey
Scotston
Boston
Emvuleni
KwaNdonyela
KwaSambane
Amangwane
Nkumba
The Msunduzi
Nkelabantwana
Hlanganani
Macabazini
Bhidla
Nonguqa
Xosheyakhe
Mqulela
Lubovana
Ncwadi
Mkobeni
Bulwer
Chibini
Bethlehem
Polela
KwaMnyamana
Eziphahleni
Mahoho
Hlafuna
Sizanenjana
Emenela
Ezitendeni
KwaNombululu
Richmond
Sarnia
Nkwezela
Mbulweleni
KwaSandanezwe
Mawuleni
Mqondekweni
Gala
Gqumeni
Makhuzeni
Qulashe
Okhetheni
Ensimbini
Donnybrook
Emnywaneni
Nkonzo
KwaNomandlovu
Luwambeni
Umjila
Sawoti
Sikeshini
Masheyilanga
Ngwangwane
Thonsini
Mfulumane
Dazini
Mpumulwane
Hlabeni
Tarsvaly
Masameni
Embantini
Esidangeni
Ngxalingenwa
Gxalingene
Ndulini
Ngxola
Uqaqani
Ndodeni
Makholweni
Sibomvini
Creighton
KwaShusha
Bhobhoyi
Isibizane
Ingwangwane
Amavondwe
Greater Kokstad
Matatiele
Umzimkhulu
Johannes Phumani Phungula

2.7.7. CRITICAL BIODIVERSITY AREAS (CBA)

2.7.7.1. PURPOSE OF BIODIVERSITY MAPPING

The primary purpose of biodiversity mapping within the Dr Nkosazana Dlamini Zuma Local Municipality is to identify environmentally sensitive and ecologically important areas that require protection to guide sustainable development, biodiversity conservation, and long-term environmental sustainability. The biodiversity mapping profile covers both terrestrial and aquatic environments within the municipality and forms part of the broader Harry Gwala District Biodiversity Sector Plan, which aligns with the KwaZulu-Natal Provincial Biodiversity Plan prepared by Ezemvelo KZN Wildlife.

The biodiversity sector mapping is reflected through a Biodiversity Sector Map consisting primarily of Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). Protected Areas, modified landscapes, and natural biodiversity areas are also included as contextual information to support land use planning and environmental management. Biodiversity mapping, therefore, serves as an important planning tool to guide spatial development, infrastructure investment, and environmental decision-making within the municipality.

Table 33: CBA's & ESA Definitions

Critical Biodiversity Areas (CBAs) - Crucial for supporting biodiversity features and ecosystem functioning and are required to meet conservation targets	
Critical Biodiversity Areas: Irreplaceable	Areas considered critical for meeting biodiversity targets and thresholds, and which are required to ensure the persistence of viable populations of species and the functionality of ecosystems.
Critical Biodiversity Areas: Optimal	Areas that represent an optimised solution to meet the required biodiversity conservation targets while avoiding areas where the risk of biodiversity loss is high Category driven primarily by process but is also informed by expert input.
Ecological Support Areas (ESAs) - Functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas	
Ecological Support Areas (ESAs)	Functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas. The area also contributes significantly to the maintenance of ecological infrastructure.
Ecological Support Areas: Species Specific	Terrestrial modified areas that provide a support function to a threatened or protected species, for example agricultural land.

Source: (Schoeman et al., 2002)

2.7.7.2. IMPORTANCE OF CBA AND ESA

Critical Biodiversity Areas (CBAs) are natural or near-natural terrestrial and aquatic landscapes considered essential for meeting biodiversity conservation targets and maintaining viable ecosystems and ecological infrastructure. Ecological Support Areas (ESAs) are functional landscapes that support ecological processes, biodiversity patterns, hydrological systems, and ecological connectivity associated with CBAs.

CBA mapping identifies a network of irreplaceable or near-irreplaceable areas that are critical for biodiversity conservation in the municipality. Rather than existing as isolated sensitive

sites, these areas form an interconnected ecological system across the municipal landscape, often linked to wetlands, river corridors, steep terrain, and intact natural vegetation.

- Protected Areas;
- Critical Biodiversity Areas (CBAs);
- Critical Biodiversity Areas: Irreplaceable;
- Critical Biodiversity Areas: Optimal;
- Ecological Support Areas (ESAs);
- Protected Area and World Heritage Site Buffers;
- Natural Biodiversity Areas; and
- Modified Areas.

These areas are important for maintaining ecological functionality, biodiversity conservation, tourism potential, climate resilience, water security and ecosystem services within the municipality.

2.7.7.3. THREATENED SPECIES AND ECOLOGICAL SIGNIFICANCE

The Dr Nkosazana Dlamini Zuma Local Municipality contains several environmentally sensitive ecosystems including wetlands, mist belt grasslands and indigenous mist belt forests that are of both provincial and national significance. The municipality also contains numerous conservation areas, formally protected areas and sites of ecological importance.

Several Red Data and threatened species occur within the municipality, resulting in certain areas being classified as Priority Biodiversity Areas. Species identified within the municipal area include:

- Oribi (vulnerable);
- Blue Swallow (critically endangered);
- Cape Parrot (critically endangered);
- Wattle Crane (critically endangered);
- Blue Crane (endangered);
- Crowned Crane (endangered);
- Cape Vulture (endangered); and
- Tree Hyrax (endangered).

The iGxalingenwa Forest is regarded as one of the municipality's most important biodiversity assets due to its significance as a habitat and roosting area for the endangered Cape Parrot and Tree Hyrax.

2.7.7.4. DEVELOPMENT PRESSURES AND RISKS

The municipality continues to experience development pressures associated with dispersed rural settlements, agricultural expansion, tourism activities and infrastructure development. These pressures increasingly intersect with environmentally sensitive areas such as CBAs, wetlands and protected landscapes.

Development within or adjacent to CBAs presents significant environmental risks including habitat fragmentation, biodiversity loss, ecological degradation and disruption of ecosystem processes. Although individual land use changes may appear limited in scale, their cumulative impacts threaten ecological connectivity and the long-term sustainability of sensitive environmental systems.

Particular concern exists regarding repeated linear infrastructure developments such as roads, pipelines, electricity lines and service infrastructure crossing environmentally sensitive areas. Such developments increase habitat fragmentation, disturbance and long-term environmental liabilities.

Development activities within or adjacent to Critical Biodiversity Areas and Ecological Support Areas are highly likely to trigger environmental authorisation requirements in terms of the National Environmental Management Act (NEMA). In particular:

- Listing Notice 3 may be triggered due to the environmental sensitivity of the receiving environment; and
- Listing Notice 1 may be triggered where activities involve vegetation clearance, earthworks, or infrastructure development.

Protected Areas, Ramsar-associated wetlands, World Heritage Site buffers, and biodiversity corridors are regarded as environmentally sensitive environments that require stringent environmental assessment and protection measures. Activities within these areas are subject to strict environmental controls to prevent irreversible biodiversity loss and degradation of ecological systems.

2.7.7.5. LAND USE MANAGEMENT APPROACH

The biodiversity categories identified within the municipality provide important guidance for land use management and spatial planning. Protected Areas and Critical Biodiversity Areas should generally be maintained in a natural state with limited or no biodiversity loss. Ecological Support Areas should maintain ecological functionality and connectivity, while modified areas should be managed sustainably and rehabilitated where possible.

From a spatial planning perspective:

- CBAs and ESAs should be regarded as environmentally constrained or no-go areas for incompatible development;
- Ecological corridors and biodiversity connectivity must be maintained;
- Appropriate environmental buffers around protected areas and wetlands must be reinforced;
- Development pressure should be redirected away from environmentally sensitive areas; and
- Infrastructure investment and settlement expansion should align with biodiversity conservation priorities.

The Spatial Development Framework (SDF) and Land Use Scheme must therefore integrate biodiversity conservation principles into future development planning and land use management decisions.

Table 34: Biodiversity Land Management

Biodiversity Category	Strategic Purpose	Planning / Land Use Implication
Protected Areas	Legally protected conservation areas	Strict protection and minimal biodiversity loss
Critical Biodiversity Areas (CBAs)	Areas essential for biodiversity targets and ecological functioning	Avoid incompatible development and maintain ecological integrity
CBA Irreplaceable Areas	Areas with no alternative conservation options	No significant transformation should occur
CBA Optimal Areas	Best available areas for biodiversity conservation	Development highly constrained
Ecological Support Areas (ESAs)	Areas supporting ecological processes and connectivity	Maintain ecosystem functionality and connectivity
Protected Area & WHS Buffers	Areas supporting protected areas and World Heritage Sites	Compatible and low-impact land uses only
Natural Biodiversity Areas	Natural areas outside CBAs and ESAs	Sustainable environmental management
Modified Areas	Areas already transformed	Sustainable development and rehabilitation where possible

2.7.7.6. STRATEGIC MUNICIPAL RESPONSE

The municipality remains committed to balancing environmental conservation with sustainable rural development. Through alignment with the Harry Gwala District Biodiversity Sector Plan, the Spatial Development Framework (SDF), Strategic Environmental Assessment (SEA) and other environmental legislation, the municipality seeks to ensure that biodiversity conservation informs long-term spatial planning and infrastructure investment decisions.

Strategically, the municipality will continue to:

- Protect Critical Biodiversity Areas, wetlands and ecological corridors;
- Promote environmentally sustainable development practices;
- Strengthen environmental screening and compliance processes;
- Direct development away from highly sensitive areas;
- Encourage biodiversity stewardship and conservation partnerships; and
- Support sustainable economic opportunities linked to eco-tourism, conservation and environmental management.

The protection and sustainable management of biodiversity assets remains essential for maintaining ecological resilience, water security, climate adaptation, and long-term socio-economic sustain

nability within the Dr Nkosazana Dlamini Zuma Local Municipality.

2.7.8. PROTECTED AREAS

Dr Nkosazana Dlamini- Zuma Local Municipality municipal area has both international and national environmental responsibilities. The international responsibilities relate primarily to the protection of biodiversity in accordance to the International Convention on Biological Diversity, to which South Africa is a signatory. In specific relevance to Dr Nkosazana Dlamini-Zuma Local Municipality, both the protection and relevant preservation of wetland habitats, Mist belt grasslands and Mist belt forests are currently under threat in the municipal area. One example of a Mist belt forest within the boundaries of the municipality that is considered to be of national importance is that of the iGxalingenwa forest. This forest is considered to be of national importance based on the high number of Cape parrots utilizing the area as a food source and for roosting sites. The presence of the tree hyrax in this forest also contributes to its biodiversity importance. There are a number of sites which have been identified as being of specific conservation importance. These include:

- A Natural Heritage Site
- 19 Sites of Conservation Significance
- 1 Private Game Reserve and
- One Biosphere reserve.

Furthermore, there are eight formally protected. Of these, seven are State Forest areas, and the eighth is the Impendle Natural Reserve.

Hence, protecting the natural resource base of the area would not only ensure short-term survival for many of the residents in the rural area it would also contribute towards creating employment or other income-generating opportunities. Therefore, Dr Nkosazana Dlamini-Zuma Local Municipality is in an excellent position to meet the national conservation targets entirely of two prominent grassland and forest types and contribute significantly to the conservation target of another grassland type. This could be done through the conservation of the remaining non-transformed areas of these grasslands and forests within its municipal area of jurisdiction.

The municipal area includes formally protected areas, conservation zones, and landscapes of recognized ecological and heritage value, including areas associated with broader conservation initiatives and World Heritage-related contexts. In addition, vegetation types within the municipality display varying conservation statuses, ranging from relatively intact systems to those that are threatened or under significant pressure.

Protected and conservation areas serve as anchors for ecological resilience, tourism potential, and ecosystem service provision. However, their effectiveness is highly dependent on the management of surrounding land uses. Incompatible development adjacent to protected areas can erode conservation value through edge effects, pollution, and increased human disturbance.

Strategically, conservation areas and threatened vegetation types represent non-negotiable environmental assets within the spatial planning framework. The SDF must therefore reinforce

protective buffers, limit incompatible land uses, and recognise the role of these areas in supporting long-term environmental and economic sustainability.

The protected areas map identifies formally protected areas and conservation estates within and adjacent to the Dr Nkosazana Dlamini Zuma Local Municipality. These areas include nature reserves, conservation areas, and other legally recognised protected landscapes that contribute to biodiversity conservation, ecosystem service provision, and regional ecological resilience.

From a strategic SEA perspective, protected areas represent the highest level of environmental protection within the municipal landscape. Their ecological value extends beyond their boundaries, with surrounding land uses playing a critical role in determining their long-term viability. Incompatible development in proximity to protected areas can result in edge effects, habitat disturbance, pollution, and increased human–wildlife conflict, eroding conservation outcomes even where core areas remain formally protected.

The map indicates that protected areas are embedded within a broader mosaic of agricultural land, rural settlements, and infrastructure networks. This spatial configuration highlights a zone of influence around protected areas where land use decisions have a direct bearing on conservation effectiveness. Incremental development pressure in these zones increases cumulative impacts and heightens the risk of regulatory non-compliance.

In regulatory terms, activities within or adjacent to protected areas are highly likely to trigger environmental authorisation under:

- Listing Notice 3, due to the sensitivity and legal status of the receiving environment; and
- Listing Notice 1 or 2, depending on the scale and nature of the proposed activity.

Repeated linear infrastructure development near protected areas presents a particular cumulative risk, as each intervention incrementally fragments habitat and increases disturbance.

Strategically, the protected areas map signals that:

- protected areas function as core environmental anchors within the municipal spatial structure.
- surrounding buffer zones are critical to maintaining ecological integrity; and
- spatial planning must actively prevent incompatible land uses in proximity to protected areas.
- Within the SDF, protected areas should therefore be reinforced through protective zoning, buffer delineation, and alignment of development away from conservation-sensitive landscapes.

The World Heritage Sites map identifies areas of internationally recognised cultural and natural significance within or adjacent to the municipality. These areas carry exceptional universal value and are subject to stringent protection requirements under both national and international frameworks.

From an SEA perspective, World Heritage contexts introduce absolute environmental and heritage constraints on development. Activities that compromise visual integrity, landscape

character, ecological processes, or cultural values are highly constrained and subject to intense regulatory scrutiny.

Development pressures within the zone of influence of World Heritage Sites—particularly infrastructure expansion, tourism development, and settlement growth—carry elevated cumulative impact risk. Even indirect impacts, such as increased traffic, pollution, or visual intrusion, can undermine heritage value.

Strategically, the presence of World Heritage Sites requires the SDF to:

- maintain strict protection of core and buffer areas.
- carefully manage compatible land uses; and
- recognise heritage landscapes as defining spatial structuring elements rather than residual constraints.

The Ramsar Sites map identifies wetlands of international importance, recognised for their ecological significance, biodiversity value, and role in hydrological regulation. Ramsar-listed wetlands are among the most sensitive components of the receiving environment.

From a strategic environmental perspective, Ramsar sites function as critical ecological infrastructure, providing flood attenuation, water purification, and habitat for a wide range of species. Disturbance to these systems has far-reaching consequences beyond municipal boundaries.

Development activities within or near Ramsar sites are highly likely to trigger:

- Listing Notice 3, due to the sensitivity and international status of the environment; and
- additional regulatory processes linked to international conservation commitments.

Cumulative impacts from incremental infrastructure crossings, water abstraction, and land use change pose a significant risk to Ramsar site integrity. As such, strategic avoidance and strict spatial protection are essential.

Within the SDF, Ramsar sites should be treated as absolute no-go areas for incompatible development, with surrounding land uses managed to support long-term wetland function and resilience.

2.7.9. LANDSCAPE AND LANDSCAPE CHARACTER

Landscape character within the Dr Nkosazana Dlamini Zuma Local Municipality reflects the unique relationship between people, place and the natural environment. It encompasses not only the physical appearance of the land, but also the cultural, visual and emotional connections associated with the landscape. The municipality contains a highly diverse and sensitive landscape characterised by vast grasslands, mountain ranges, productive agricultural land, rivers, wetlands, dams, indigenous forests and significant cultural and historical resources, including areas associated with the uKhahlamba Drakensberg World Heritage Site.

The municipality's landscape is recognised as one of its most valuable environmental and economic assets, contributing significantly to tourism, agriculture and the overall quality of life of local communities. Due to the high scenic, biodiversity and cultural value of the area, landscape management and planning play an important role in guiding sustainable development and protecting the municipality's sense of place.

Landscape Character Assessment (LCA) has been identified as an important planning tool for understanding the diversity, distinctiveness, sensitivity and management needs of different landscapes within the municipality. The previous KwaSani Landscape Character Assessment identified:

- 5 Landscape Character Regions (LCRs);
- 40 Landscape Character Types (LCTs); and
- 655 Landscape Character Areas (LCAs).
- Average size: 247ha; size range: 2980ha -1ha

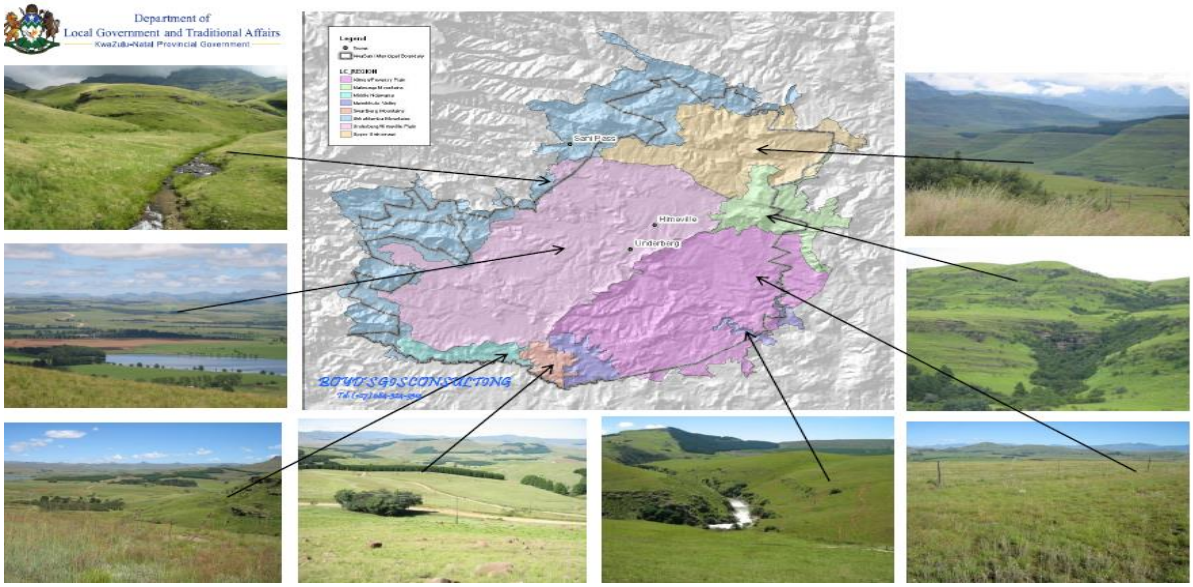
These landscape areas vary in character, scale, sensitivity and development capacity and therefore require careful management to accommodate change without fundamentally altering the natural and cultural character of the landscape.

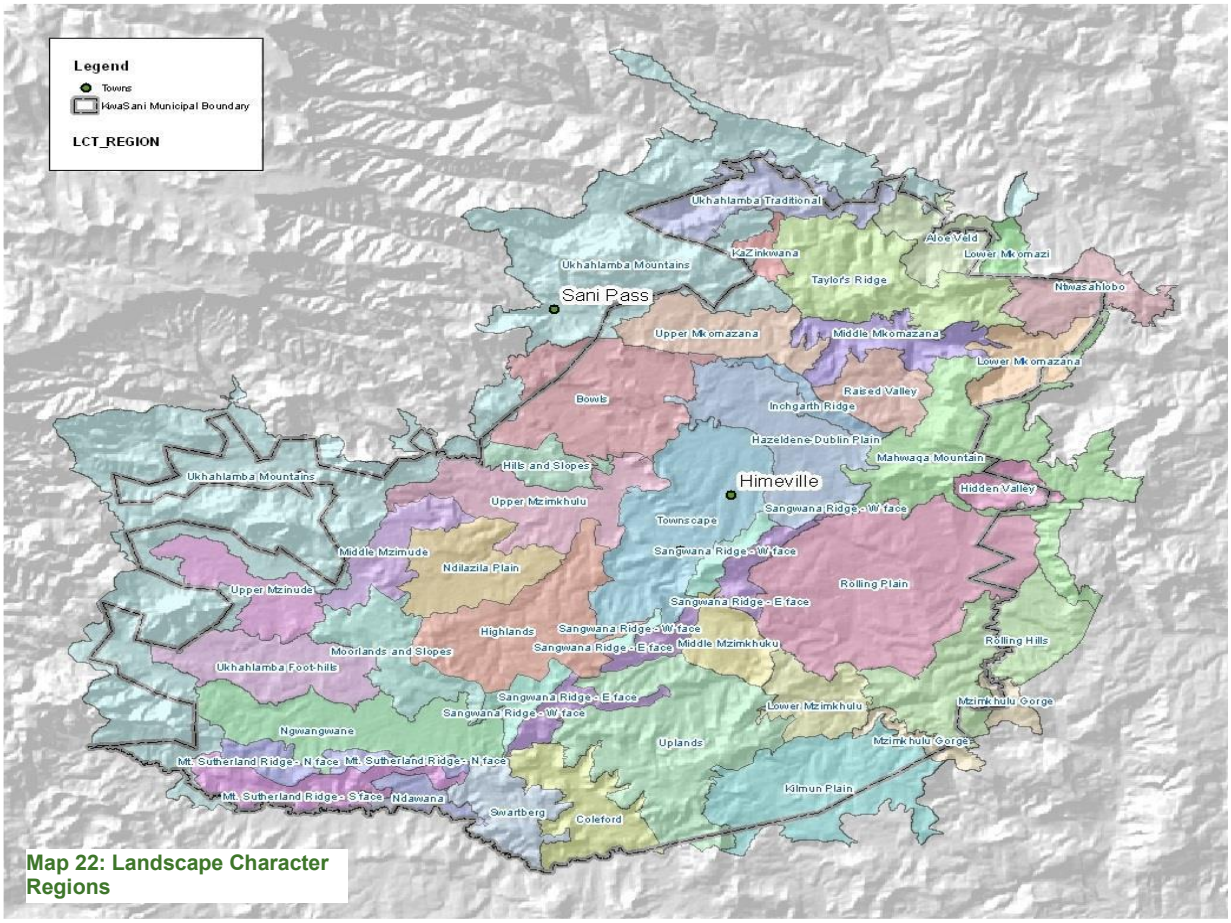
The municipality faces the challenge of promoting economic growth and tourism development within environmentally sensitive landscapes. Development must therefore be carefully managed to ensure that tourism, infrastructure and settlement expansion do not compromise the scenic quality, biodiversity value and heritage significance of the area. The municipality supports a landscape approach that promotes tourism within the existing environmental context rather than transforming the landscape into a heavily urbanised "tourism landscape."

Particular emphasis is placed on:

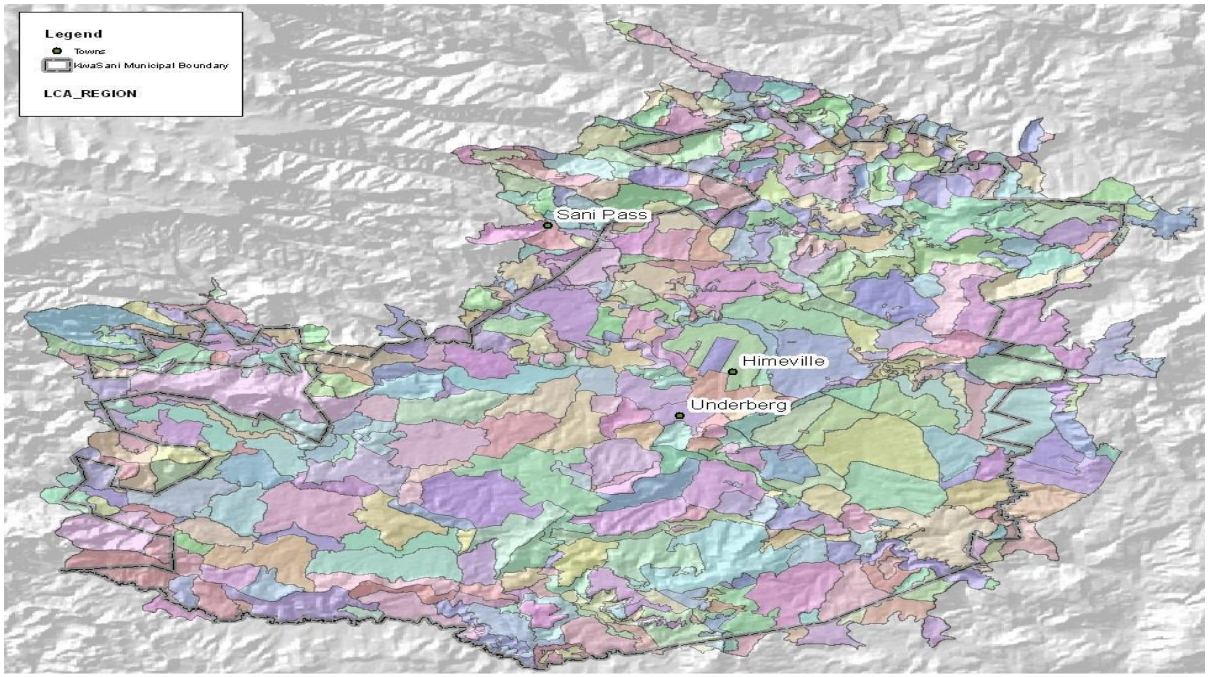
- Protecting productive agricultural land from inappropriate non-agricultural development;
- Promoting sustainable farming and land management practices;
- Preventing environmental degradation caused by erosion, overgrazing and invasive alien plants;
- Protecting rivers, wetlands, biodiversity corridors and hydrological systems;
- Monitoring development within the Drakensberg Heritage Site Buffer Zone; and
- Maintaining the scenic, environmental and tourism value of the municipal landscape.

The preservation of landscape quality remains critical to supporting biodiversity conservation, agricultural productivity, eco-tourism, climate resilience and the long-term socio-economic sustainability of the municipality.





Map 22: Landscape Character Regions



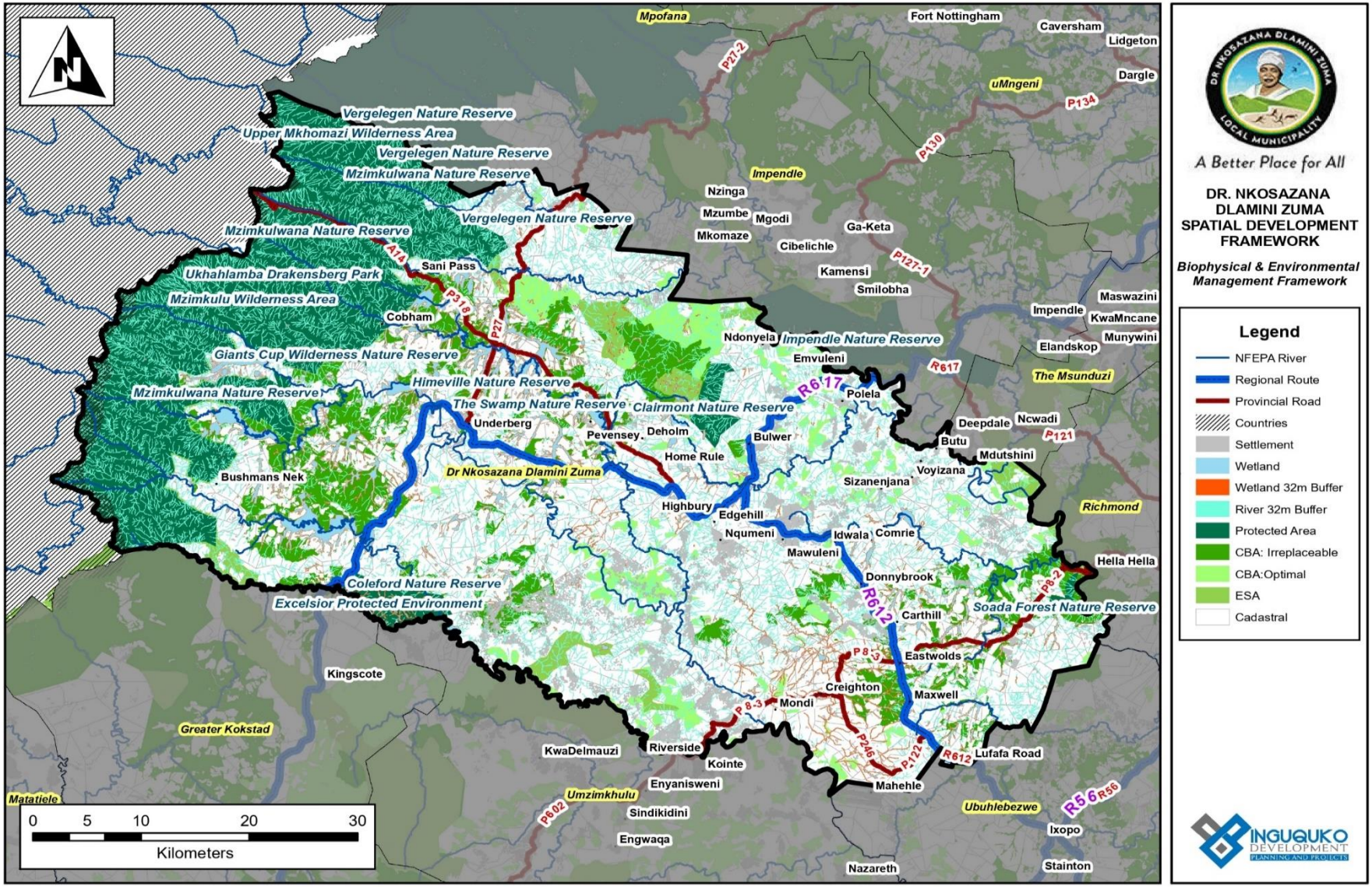
Map 23: Landscape Character Regions

Table 35: Broad Land Use Guidelines for Biodiversity Corridor Areas

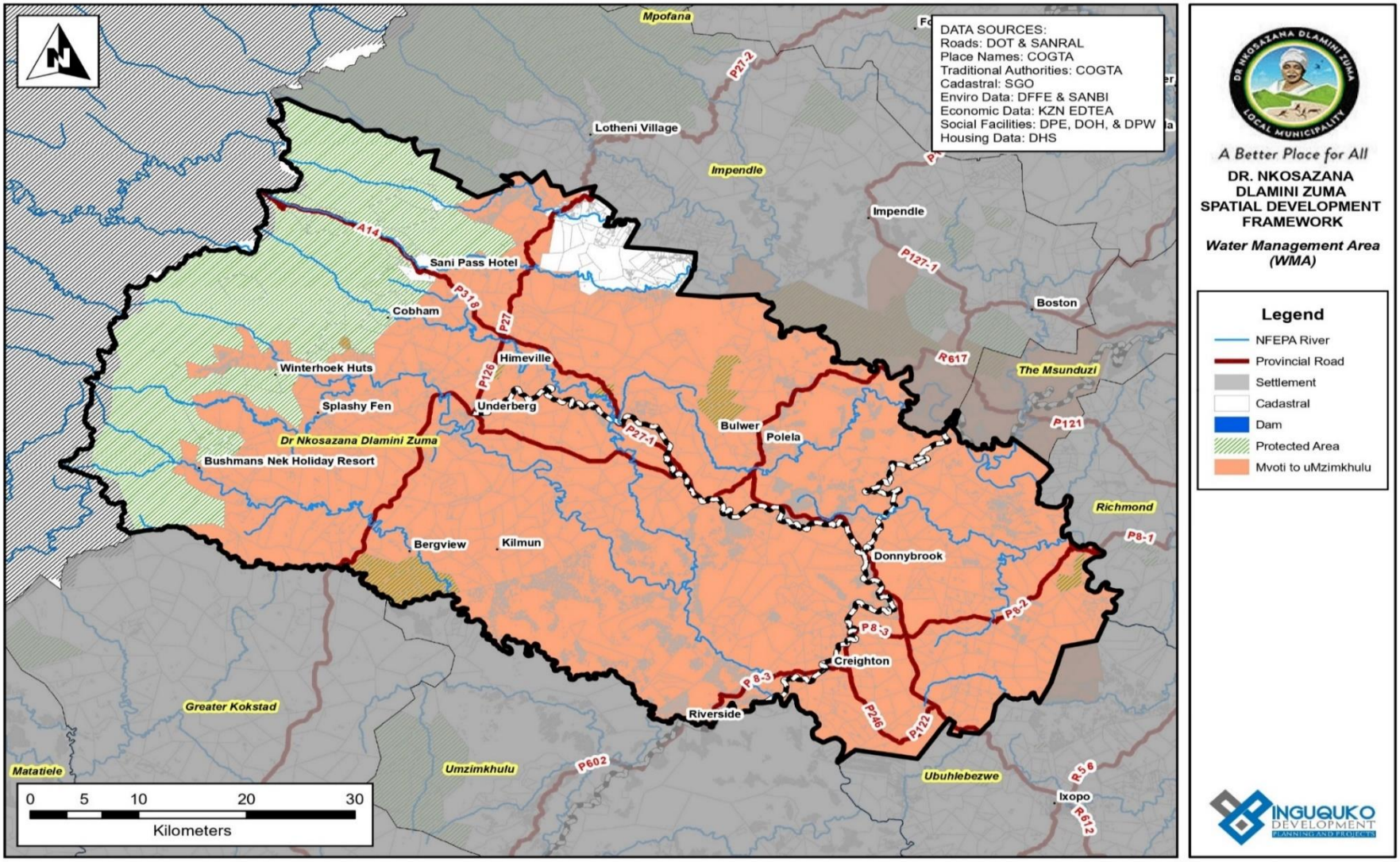
RESORT CATEGORY	EXAMPLE	FRAGMENTED OWNERSHIP	HEIGHT CHANGE	MASS or bulk	Traffic CHANGE	LAND USE CHANGE	INFRA-STRUCTURE CHANGE	FOOTPRINT CHANGE	STRUCTURES
A. Trail-related impermanent structures.	Hiking trail. Small rustic camp sites with access on foot only. No permanent structures.								Temporary structures (tents, toilets)
B. Homestead/farmstead accommodation – additional dwelling.	Existing farm or umuzi accommodation Additional dwelling within existing farmstead or umuzi envelope. ('Granny flat').								Permanent structures.
C. Farmstead/homestead expansion within existing envelope.	Additional 2 dwellings within existing farmstead or umuzi envelope.								
DISTURBED FOOTPRINT:									

RESORT CATEGORY	EXAMPLE	FRAGMENTED OWNERSHIP	HEIGHT CHANGE	MASS or bulk	Traffic CHANGE	LAND USE CHANGE	INFRA-STRUCTURE CHANGE	FOOTPRINT CHANGE	STRUCTURES
D. Supplementary tourism without new roads	Hiking hut on trail. Single fishing cottage.								
E. Supplementary tourism with new roads	Small campsite with ablution block and lapha. Single-building B & B up to 5 bedrooms. 10 people.						New roads		
F. Small tourism.	Backpackers hostel. Community tourism centre (e.g. Mweni). Country house, guest farm. One cluster of up to 10 units. 40 people.								
G. Reserves and game farms	Game farms and eco-tourism, private game reserve - Up to 10 units or 60 beds. 60 people.								
H. Retail outlets	Restaurants, arts and crafts markets, shops and workshops.								
I. Medium tourism	11-30 units Hotel over 60 beds. Camping and caravan park. 120 people.								
J. Large tourism	31 – 50 units Large resort development & large facilities e.g. golf course. Time-share. 200 people.								
FRAGMENTED OWNERSHIP: URBAN, SUBDIVISION, SECTIONAL TITLE, SHAREBLOCK:									
K. Hill towns	10ha high density 3 story pedestrian – 500 units.								

RESORT CATEGORY	EXAMPLE	FRAGMENTED OWNERSHIP	HEIGHT CHANGE	MASS or bulk	Traffic CHANGE	LAND USE CHANGE	INFRA-STRUCTURE CHANGE	FOOTPRINT CHANGE	STRUCTURES
L. Suburban.	Gated estates, residential estates. Themed estates – golf-, equestrian-eco-estates or retirement. New towns, theme parks, casinos.								



Map 24: Biophysical and Environmental Management Framework



Map 25: Water Management Framework

2.7.10. WATER RESOURCE MANAGEMENT

The Dr Nkosazana Dlamini Zuma Local Municipality falls within the Umzimkhulu and Mkomazi Sub-Water Management Areas under the broader uMvoti-uMzimkulu Water Management Area. The municipality contains an extensive hydrological network consisting of rivers, streams, wetlands, riparian corridors, dams, and valley-bottom systems that play a critical role in biodiversity conservation, water security, agricultural production and ecosystem functioning.

The municipal landscape is characterised by high rainfall, numerous tributaries and ecologically sensitive wetland systems that support both human and environmental needs. However, the condition and functional status of many hydrological systems within the municipality remain insufficiently assessed, creating the need for ongoing monitoring and updated ecological profiling. The municipality acknowledges the importance of understanding the health, composition, and functionality of these systems to support informed spatial planning and environmental management decision-making.

Wetlands and riparian areas are particularly vulnerable to environmental degradation, alien invasive plant infestation, land transformation, and unsustainable land use practices. These systems are also important ecological corridors that support biodiversity and hydrological processes throughout the municipality. The municipality therefore recognises the need to protect and manage rivers, wetlands, and associated catchments through integrated environmental management, ecological monitoring and sustainable land use planning.

Strategically, the municipality supports:

- Protection and rehabilitation of wetlands and riparian systems;
- Monitoring of river health and aquatic ecosystems;
- Improved management of catchment areas and water resources;
- Prevention of pollution and degradation of water systems;
- Integration of hydrological sensitivity into spatial planning and development management; and
- Promotion of sustainable land use practices that protect water quality and ecosystem functionality.

The municipality further recognises the importance of using ecological and landscape assessment tools to improve long-term planning, environmental resilience and sustainable resource management.

2.7.11. HUMAN VULNERABILITY AND ENVIRONMENTAL CHANGE

The Dr Nkosazana Dlamini Zuma Local Municipality faces increasing environmental pressures associated with land transformation, settlement expansion, agricultural activities, infrastructure development and climate-related environmental change. These pressures place strain on sensitive ecosystems, natural resources and rural livelihoods, particularly within environmentally vulnerable areas.

Large portions of the municipality’s natural habitats have undergone transformation as a result of afforestation, livestock farming, cultivation, settlement development and infrastructure expansion. Although significant areas of intact indigenous grassland and natural vegetation

remain, these landscapes continue to face threats from environmental degradation, unsustainable land use practices and invasive species infestation.

Human vulnerability is closely linked to environmental conditions within the municipality. Soil erosion, degradation of wetlands, reduced water quality, flooding, slope instability and biodiversity loss have implications for community livelihoods, agricultural productivity, infrastructure resilience and long-term sustainability. Rural communities, particularly those dependent on natural resources and subsistence agriculture, remain especially vulnerable to environmental degradation and climate-related impacts.

The municipality therefore recognises the importance of sustainable environmental management, ecological monitoring, climate resilience and integrated spatial planning to reduce environmental risk and improve long-term sustainability. Strategic emphasis is placed on:

- Protecting natural ecosystems and biodiversity assets;
- Promoting sustainable agricultural and land management practices;
- Reducing environmental degradation and erosion;
- Supporting climate resilience and ecosystem restoration initiatives;
- Strengthening environmental awareness and community participation; and
- Integrating environmental risk considerations into development planning and infrastructure investment decisions.

2.7.12. CULTURAL HERITAGE

The Dr Nkosazana Dlamini Zuma Muniucipality has the following cultural heritage resources:

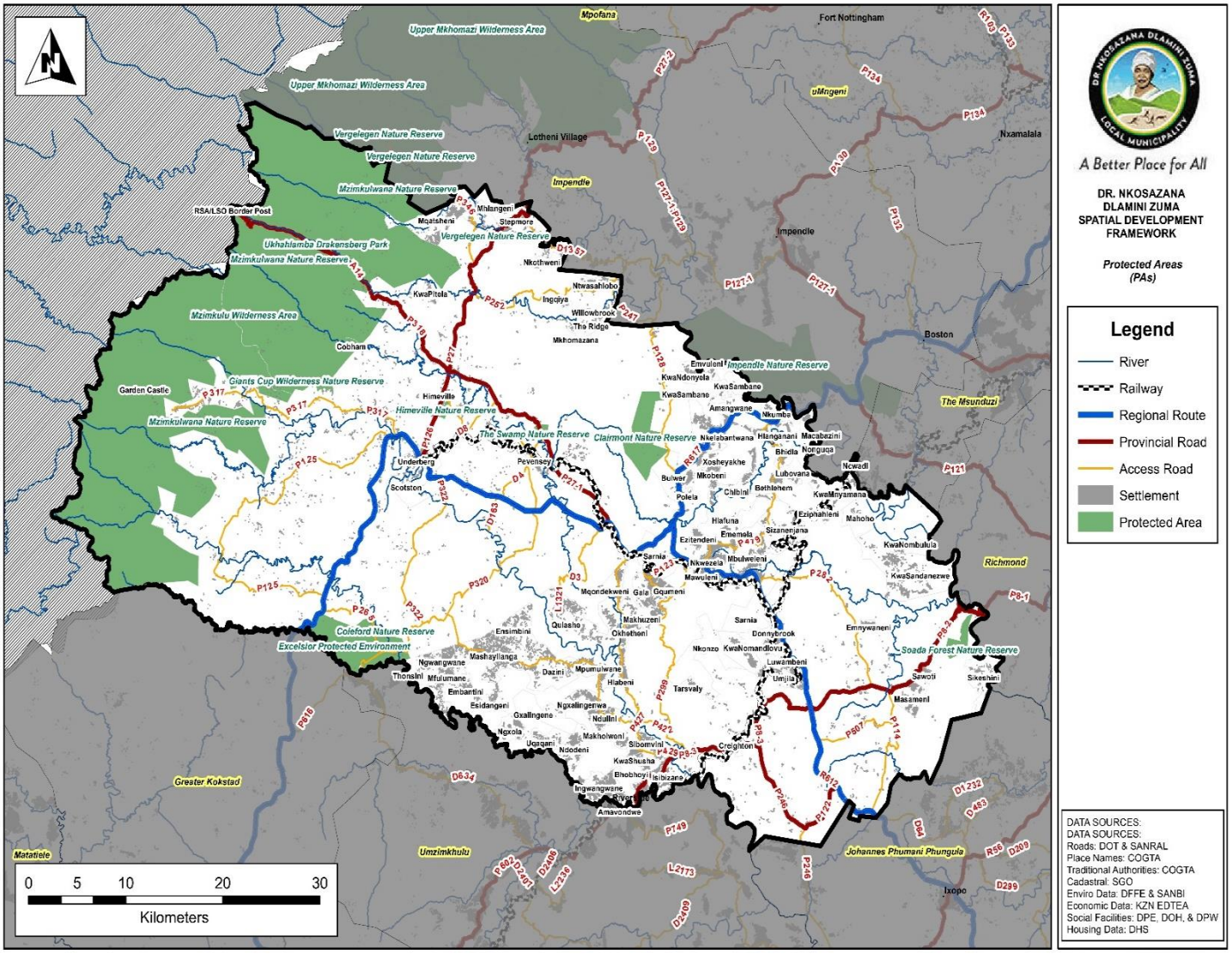
- The Maloti-Drakensberg Park World Heritage Site has a rich cultural heritage which comprises rock art unique to the area and the shelters which were occupied at various stages by the San and their ancestors.
- At least two Early Stone Age sites were identified in the Municipality. Since Early Stone Age sites are usually found in dry river beds or dongas due to the deep deposits, the scarcity of these sites should not be indicative of a lack of these sites but rather on the difficulty in tracing them;
- At least six Middle Stone Age sites are represented in the database of the Natal Museum;
- Twenty-nine Later Stone Age sites were recorded in isolation;
- For three rock art sites no deposits had been documented. This could probably be explained at the hand of the researcher's focus: the rock art content rather than the associated archaeological deposits;
- Two hundred and sixty-three Later Stone Age associated with rock art were documented. Those sites in the Maloti-Drakensberg Park World Heritage Site and other areas which fall within the EKZNW management system are co-managed by Amafa/Heritage KZN;
- Sixteen sites were documented for the Intermediate Stone Age.

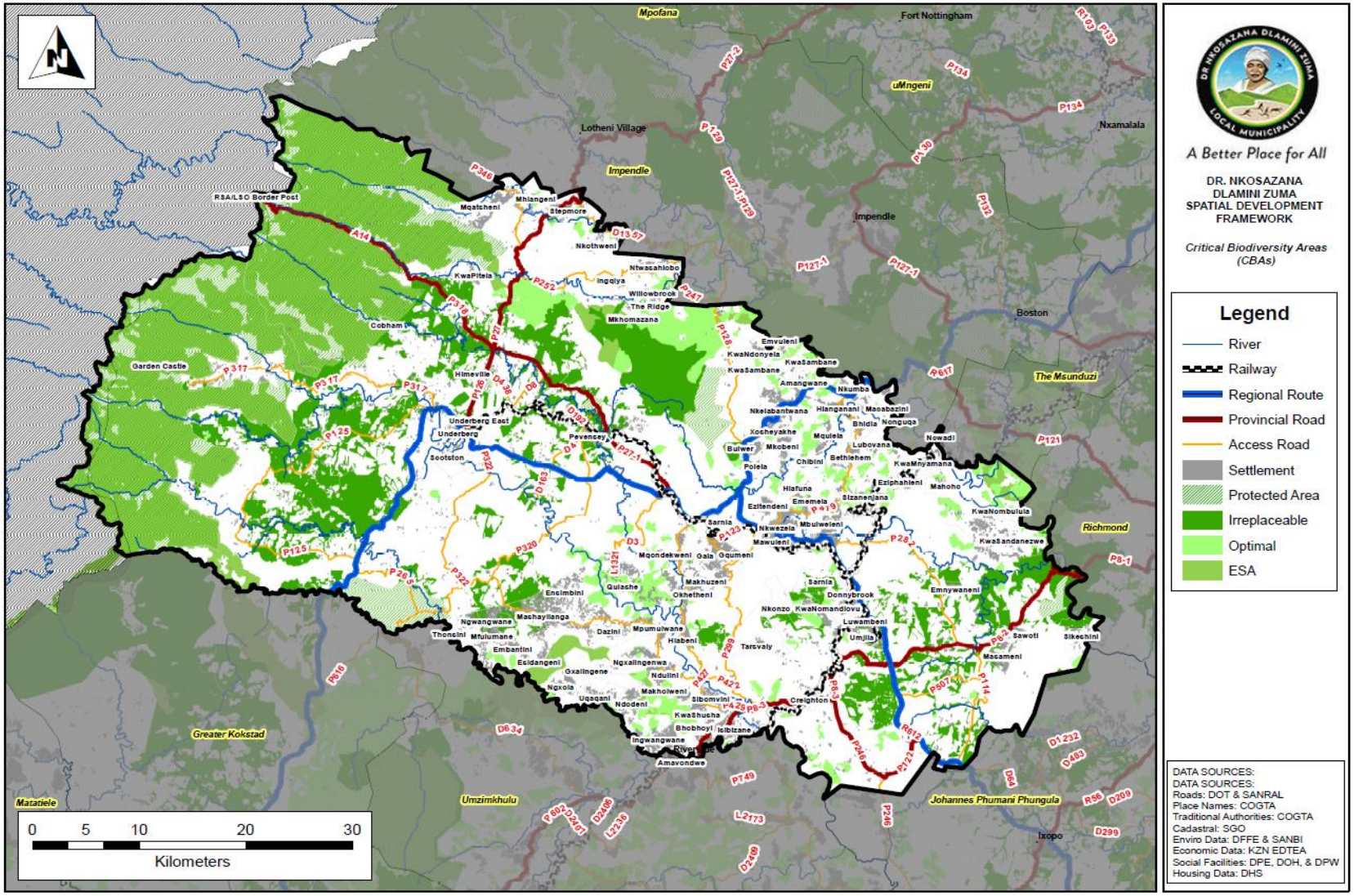
The following six historical sites have been listed in Dr NDZ LM:

- Durban United Hebrew Congregation - temple
- Langalibalele Grave Ntabamhlope - grave
- Reichenau Mission Pevensey – mission station

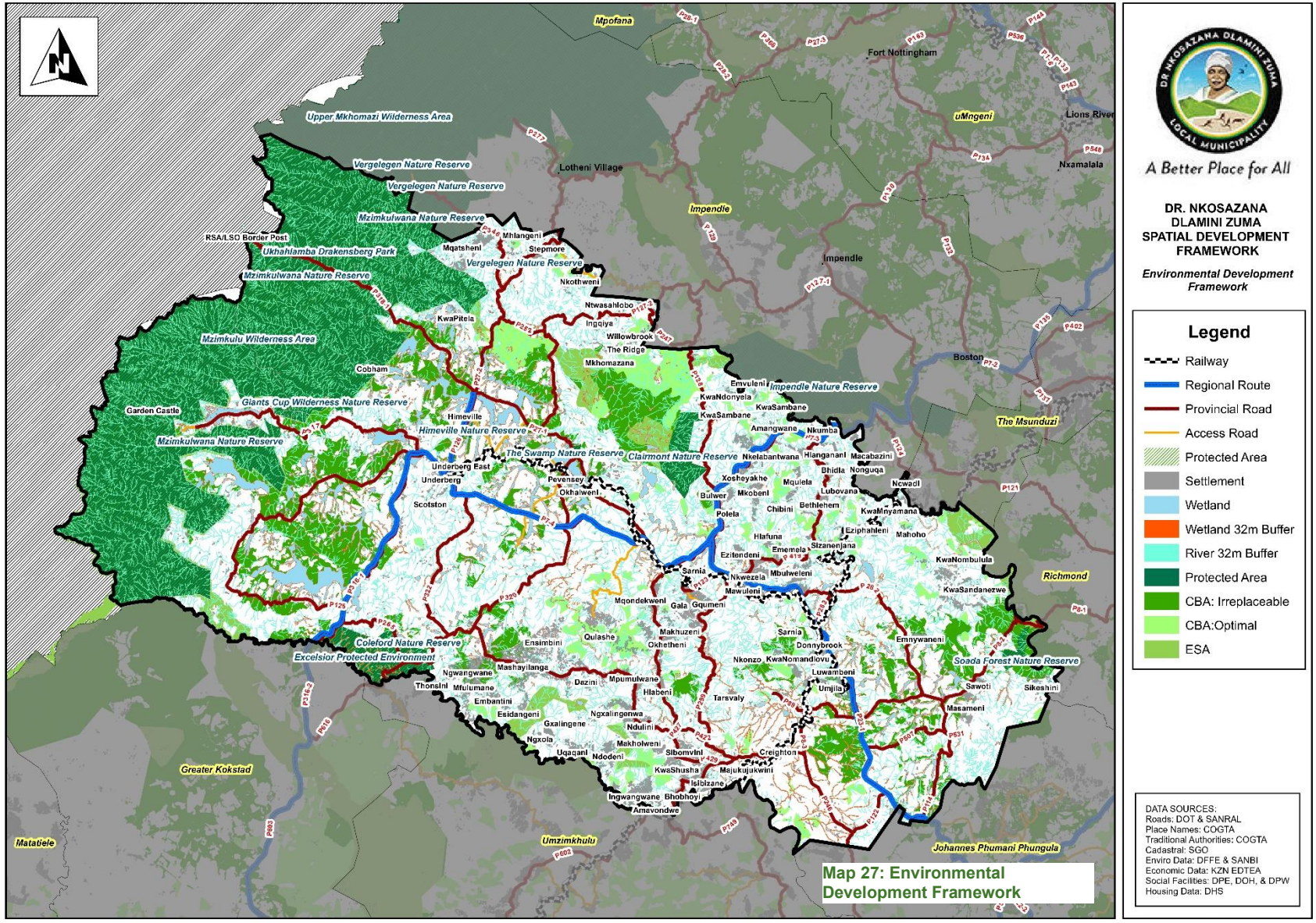
- Himeville Fort and Museum – fort
- Himeville Museum - museum
- Himeville Old Residency – building

The majority of the heritage sites occur to the north-western side of Dr NDZ LM, in Ward 1 and 2, towards the Maloti-Drakensberg Park.





Map 26: Critical Biodiversity Areas (CBAs)



A Better Place for All

DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK

Environmental Development Framework

Legend

- Railway
- Regional Route
- Provincial Road
- Access Road
- Protected Area
- Settlement
- Wetland
- Wetland 32m Buffer
- River 32m Buffer
- Protected Area
- CBA: Irreplaceable
- CBA:Optimal
- ESA

DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS

2.7.13. AGRICULTURE

Agriculture is one of the foundational pillars of the Dr. Nkosazana Dlamini Zuma Local Municipality's economy, landscape, settlement pattern, and environmental system. The municipality's agricultural profile is shaped by its high rainfall, extensive grasslands, fertile valleys, forestry areas, water availability and rural settlement structure. However, the agricultural sector also faces significant environmental, infrastructural and socio-economic pressures that require integrated planning and sustainable land management.

2.7.13.1. CONTEXT AND SPATIAL CHARACTER

The municipality is predominantly rural, with agriculture forming a major component of land use, employment and local economic activity. The environmental profile indicates that land cover within the municipality is dominated by:

- Cultivated land;
- Commercial plantations;
- Grasslands; and
- Scattered built-up areas.

Commercial agriculture is concentrated mainly around:

- Underberg and Himeville;
- Creighton;
- Bulwer;
- Donnybrook; and
- The eastern and south-eastern farming belts.

The municipality supports a mixed agricultural economy consisting of:

- Dairy farming;
- Livestock farming;
- Timber and forestry operations;
- Subsistence agriculture;
- Crop cultivation; and
- Small-scale rural farming activities.

Commercial farming dominates in areas with better infrastructure, flatter terrain, and established agricultural investment, while subsistence agriculture is more prevalent in traditional authority areas and rural settlements.

It noted that subsistence farmers are numerically the highest group in the municipality, but contribute the lowest agricultural output.

This creates an important developmental challenge:

- Large numbers of people depend on agriculture for survival;
- Yet productivity, access to markets, and agricultural support remain limited.

The Harry Gwala District Municipality undertook a study in 2015, which highlights that several methods for determining agricultural potential at a high level without having visited an area exist, and all these methods rely on Global Information System (GIS) data that have been gathered and interpreted by National Government Departments. The datasets referred to during this study are described briefly as follows:

- Land capability – developed by the Agricultural Research Council, land capability GIS data is used to classify land into 8 distinct classes that vary by land-use which can either be arable, grazing and wildlife;
- Bioresource Units (BRUs) –Bioresource Units GIS data is available from the KZN Department of Agriculture and Rural Development (KZNDARD) and uses GIS data to classify units of land where a defined area in which the environmental and physical conditions, such as soil types, vegetation, climate, and terrain form, are sufficiently uniform can be identified, and a land management practice recommended; and
- Agricultural Land Categories – the Agricultural Land Categories GIS data compiled by the Natural Resources division of the KZN DARD is the most recent and comprehensive dataset available and combines various planning datasets to produce a composite layer that can be used for fairly detailed development planning.

2.7.13.2. CLIMATE AND AGRICULTURAL SUITABILITY

The municipality possesses strong agricultural potential because of:

- High rainfall;
- Extensive grassland systems;
- Cool climatic conditions in the western highlands;
- Reliable river systems; and
- Good grazing conditions.

These conditions make the municipality highly suitable for:

- Dairy farming;
- Livestock production;
- Forestry;
- Pasture development; and
- Certain forms of crop production.

The western portions of the municipality experience cooler temperatures and occasional frost, while eastern regions are warmer.

This climatic variation creates distinct agricultural zones:

- High-altitude dairy and grazing systems around Underberg and Himeville;
- Forestry and timber production around Donnybrook, Bulwer and Centocow;
- Mixed subsistence farming in traditional authority areas.

The municipality's scenic environment, productive grasslands and agricultural landscapes also contribute significantly to tourism and eco-tourism.

2.7.13.3. AGRICULTURAL POTENTIAL AREAS

Agricultural potential within the Dr Nkosazana Dlamini Zuma Local Municipality is regarded as a strategic natural resource that plays an important role in supporting food security, rural livelihoods, economic development and sustainable land use management. The municipality forms part of the broader Harry Gwala District agricultural system, which contains extensive areas of land suitable for both commercial and subsistence agricultural production.

The assessment of agricultural potential within the municipality is informed by the Agricultural Land Categories dataset developed by the KwaZulu-Natal Department of Agriculture and Rural Development (KZN DARD). The purpose of this dataset is to ensure that land use planning and development decisions appropriately balance urban and rural development needs with the long-term protection of productive agricultural land and national food security objectives.

The Agricultural Land Categories dataset supports the mandate of KZN DARD to:

- Ensure provincial and national food security;
- Protect scarce and non-renewable agricultural resources;
- Promote optimal utilisation of agricultural land; and
- Support equitable access to productive agricultural land.

The dataset applies to:

- Land currently used for agricultural purposes;
- Land with potential for sustainable agricultural production;
- Tribal authority areas and Ingonyama Trust land;
- Rural and undeveloped land not permanently transformed by urban development, mining or other intensive land uses.

The agricultural potential assessment incorporates a combination of environmental and agricultural datasets including:

- Land capability;
- Bioresource classification;
- Grazing potential;
- Vegetation and rangeland condition;
- Permanently transformed land;
- Protected areas and conservation areas.

Using these datasets, KZN DARD identified five Agricultural Land Categories ranging from very high agricultural potential to limited agricultural potential:

- Category A – Irreplaceable agricultural land with very high agricultural potential that should be retained exclusively for agriculture;
- Category B – Threatened high potential agricultural land;
- Category C – Primary agricultural land with moderate agricultural potential;
- Category D – Secondary agricultural land with low agricultural potential; and
- Category E – Mixed land use areas with limited agricultural potential.

Agricultural potential refers to the ability of land to produce sustainably over the long term without degrading the natural resource base. This includes land suitable for:

- Crop cultivation;
- Permanent and semi-permanent crops;
- Timber plantations;
- Pasture production; and
- Grazing activities.

At a district level, Agricultural Land Categories A to C are regarded as suitable for agricultural production and represent strategic agricultural resources that should be protected from inappropriate development and land fragmentation. Categories D and E generally have lower agricultural potential and may be considered for alternative development opportunities subject to detailed environmental and spatial planning assessments.

Within the Harry Gwala District Municipality, Categories A to C collectively account for approximately 73% of the total district land area, indicating the significant agricultural value of the region. Pockets of Category A agricultural land occur throughout the district, including areas associated with the broader Dr Nkosazana Dlamini Zuma Local Municipality.

The municipality's agricultural potential is further supported by:

- High rainfall;
- Extensive grazing systems;
- Fertile valleys and arable land;
- Strong livestock and dairy farming potential;
- Forestry and timber production; and
- Established agricultural economies around Underberg, Himeville, Bulwer, Creighton and Donnybrook.

However, agricultural land within the municipality is increasingly threatened by:

- Settlement expansion;
- Environmental degradation;
- Soil erosion;
- Overgrazing;
- Unsustainable land use practices;
- Infrastructure development; and
- Fragmentation of productive agricultural land.

From a spatial planning perspective, high potential agricultural land represents a strategic environmental and economic asset that requires long-term protection and sustainable management. The municipality therefore promotes:

- Protection of prime and irreplaceable agricultural land;
- Prevention of urban sprawl onto productive farmland;
- Sustainable agricultural practices;
- Land capability-informed planning;
- Integrated rural development; and

- ☞ Alignment of agricultural protection with the Spatial Development Framework (SDF), Land Use Scheme and SPLUMA principles.

The protection of agricultural potential remains critical for maintaining food security, rural livelihoods, environmental sustainability and long-term economic resilience within the Dr Nkosazana Dlamini Zuma Local Municipality.

2.7.13.4. AGRICULTURE, ENVIRONMENTAL SUSTAINABILITY AND RURAL RESILIENCE

Agriculture within the Dr Nkosazana Dlamini Zuma Local Municipality is closely interconnected with environmental sustainability, water resource management and rural development. The municipality contains environmentally sensitive landscapes that include grassland ecosystems, wetlands, riparian corridors, mist belt forests, biodiversity hotspots and Critical Biodiversity Areas (CBAs), all of which support agricultural productivity, ecological services and tourism potential. The municipality's grasslands are particularly important as they contribute to water catchment protection, livestock grazing, biodiversity conservation and the maintenance of scenic landscapes that support the local tourism economy.

The Environmental Management Plan identifies unsustainable agricultural practices, overgrazing, settlement expansion and land transformation as major threats to environmentally sensitive systems. The municipality therefore promotes a balanced approach that integrates agricultural development with biodiversity conservation, wetland protection, sustainable land use management and environmental rehabilitation. This aligns with broader Spatial Development Framework (SDF) and SPLUMA principles which seek to protect productive agricultural land, prevent fragmented urban sprawl and manage development within environmentally sensitive areas.

Soil erosion and land degradation remain some of the most serious environmental and agricultural challenges affecting the municipality. Large portions of the municipal area contain highly erodible soils, with widespread gully erosion occurring particularly around Centocow, Bulwer and rural settlement areas. Key causes include overgrazing, poor land management practices, deforestation, invasive vegetation, unsustainable cultivation methods and increasing settlement pressures. These environmental impacts negatively affect agricultural productivity, water quality, infrastructure stability and long-term rural sustainability. The municipality therefore supports erosion rehabilitation programmes, sustainable grazing systems, Soil Care initiatives and improved agricultural land management practices.

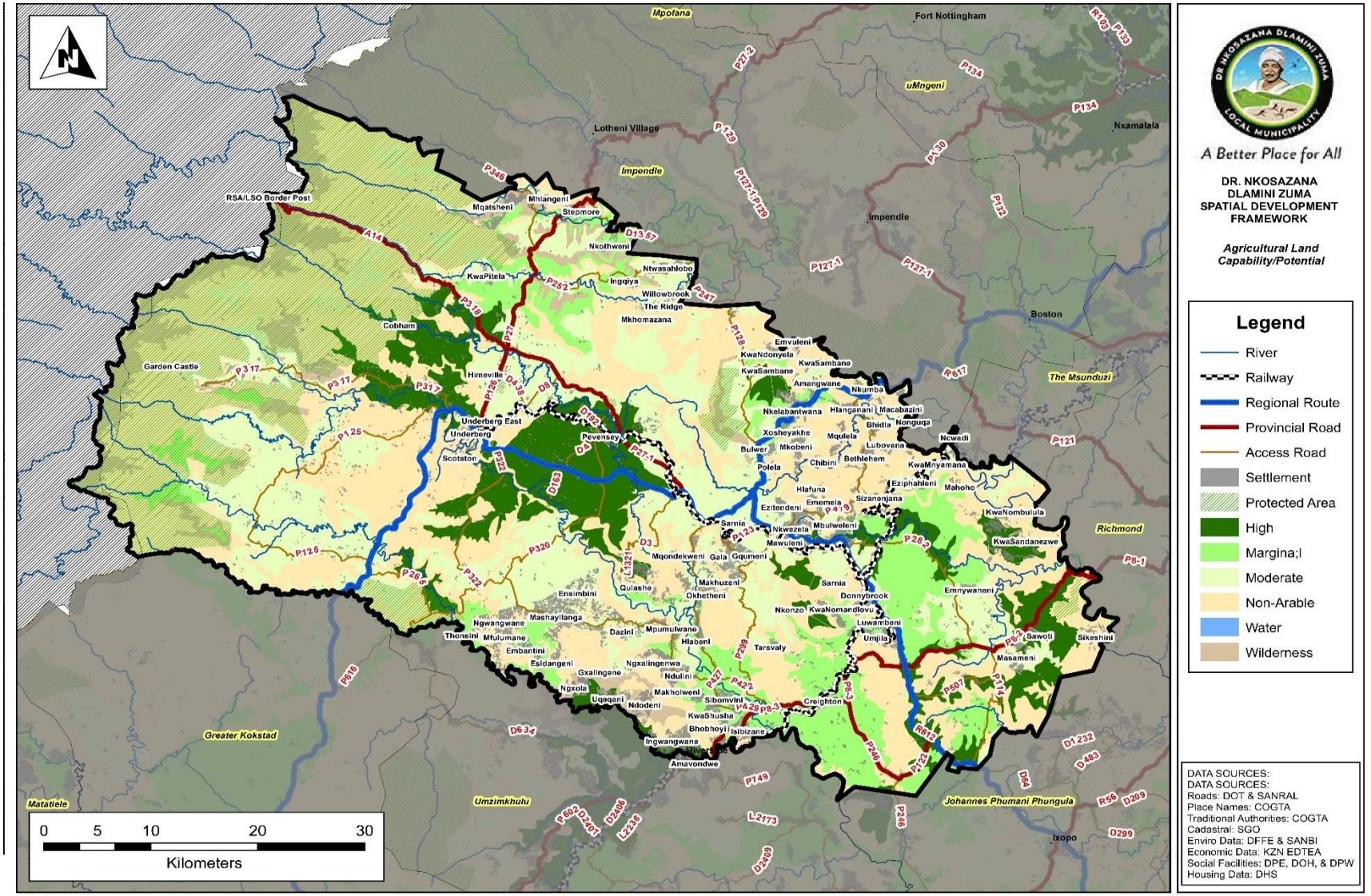
Water resources are fundamental to the municipality's agricultural economy and environmental sustainability. The municipality falls within the Umzimkhulu and uMkhomazi river catchment systems, both of which originate in the Drakensberg Mountains and support irrigation, livestock farming, commercial agriculture and rural household water supply. The municipality also contains extensive wetlands, tributaries, dams and hydrological corridors that are critical for ecological functioning and water security. However, agricultural and settlement activities continue to place pressure on these systems through erosion, sedimentation, pollution, wetland destruction and invasive species spread. The municipality therefore emphasises wetland conservation, catchment management and sustainable use of water resources to protect this strategic water source area for KwaZulu-Natal.

Forestry and timber production form another important component of the rural economy, particularly around Bulwer, Donnybrook and Centocow where commercial plantations, timber farming and sawmill industries are concentrated. Forestry contributes significantly to employment and economic activity but also presents environmental risks such as soil

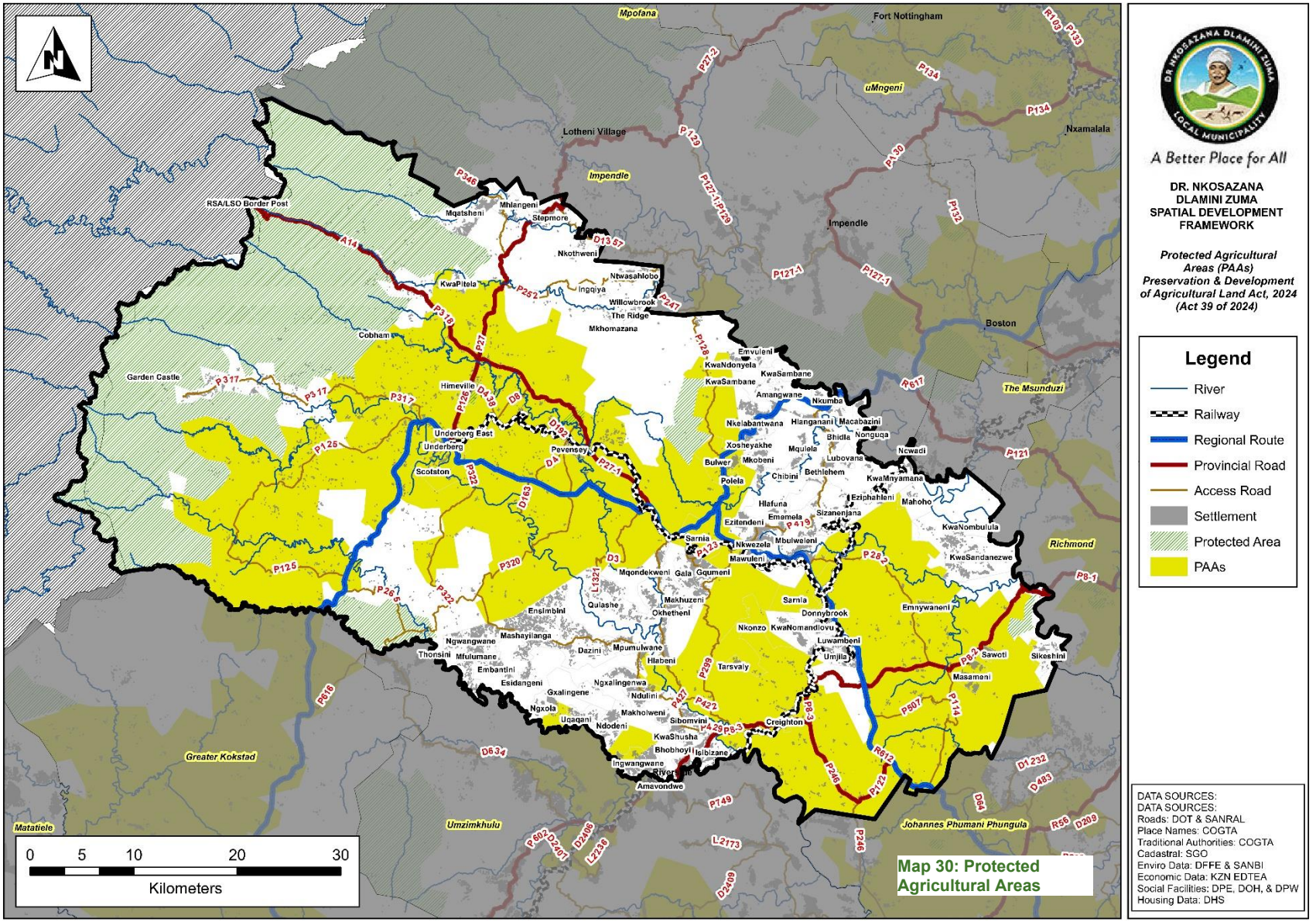
degradation, water consumption, alien invasive plant spread, river sedimentation and biodiversity transformation. The municipality therefore supports improved environmental compliance, sustainable forestry management and the protection of riparian buffer systems.

The municipality is also increasingly vulnerable to climate change and environmental change, including unpredictable rainfall, drought, wildfires, ecosystem degradation, invasive species spread and water stress. These pressures threaten crop productivity, grazing systems, livestock health, rural infrastructure and food security. As a result, the municipality promotes climate resilience planning, ecosystem restoration, biodiversity stewardship and sustainable agricultural practices as part of its broader environmental and spatial planning strategy.

Agriculture remains central to rural livelihoods, food security, poverty alleviation and employment creation within the municipality, particularly within traditional authority areas where communities rely heavily on subsistence farming, livestock production and natural resource use. This creates a strong relationship between agriculture, traditional leadership systems, land allocation practices, environmental governance and spatial planning. The municipality therefore recognises the importance of integrating traditional leadership structures, Traditional Settlement Master Plans (TSMPs), sustainable rural development and environmental sustainability into future agricultural and land use planning processes



Map 29: Agricultural Land Capability



Map 30: Protected Agricultural Areas

A Better Place for All

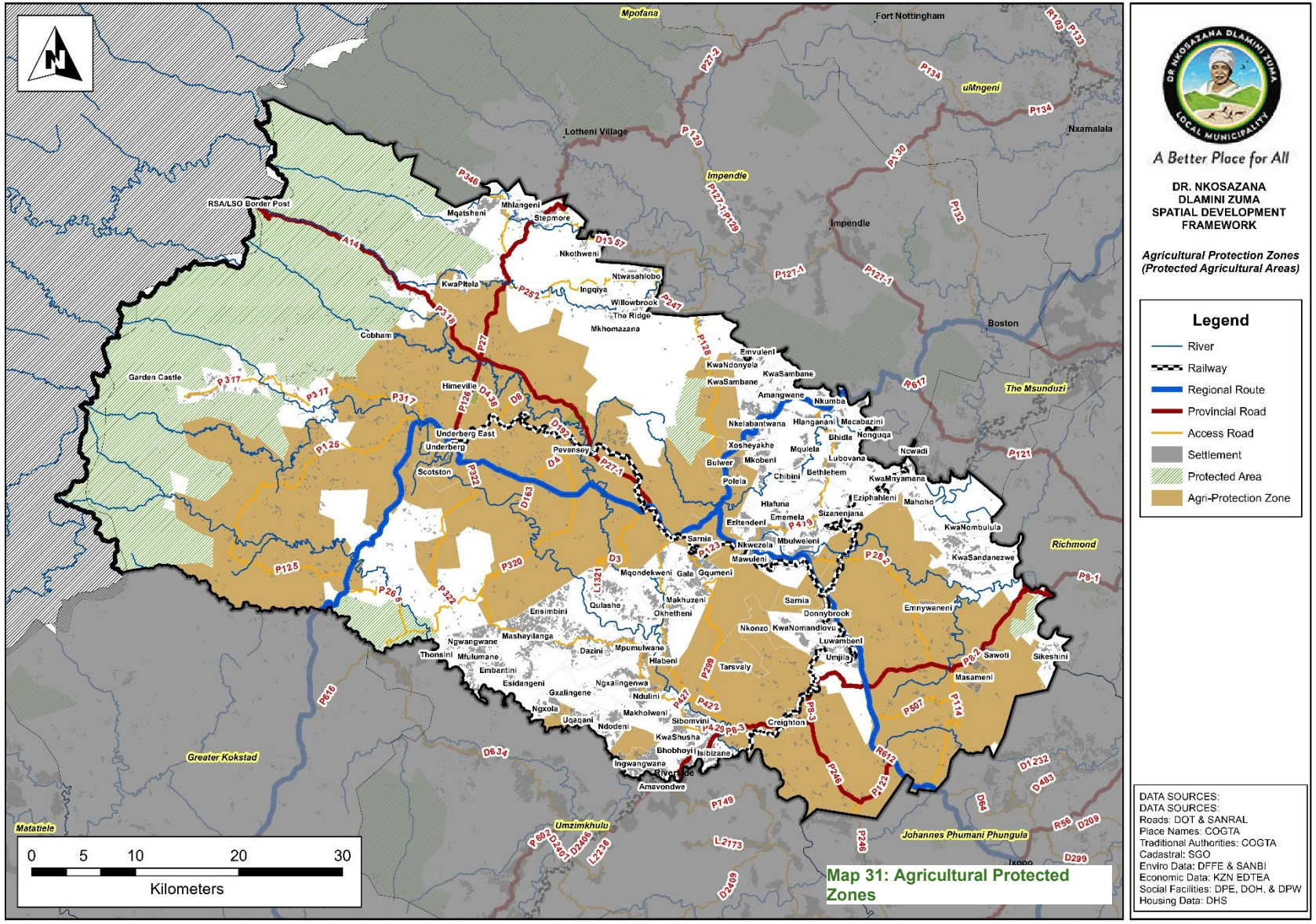
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK

Protected Agricultural Areas (PAAs) Preservation & Development of Agricultural Land Act, 2024 (Act 39 of 2024)

Legend

- River
- Railway
- Regional Route
- Provincial Road
- Access Road
- Settlement
- Protected Area
- PAAs

DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS


A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Agricultural Protection Zones (Protected Agricultural Areas)
Legend
River
Railway
Regional Route
Provincial Road
Access Road
Settlement
Protected Area
Agri-Protection Zone
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
0 5 10 20 30
Kilometers
Mpofana
Fort Nottingham
uMngeni
Nxamalala
Lotheni Village
Impendle
Boston
RSA/LSO Border Post
Mqatsheni
Mhlangeni
Stepmore
Nkothweni
Ntwasahlobo
KwaPhela
Ingqiya
Willowbrook
The Ridge
Mkhomazana
Cobham
Garden Castle
Himeville
Underberg East
Underberg
Pevensey
Scotston
Emvuleni
KwaNdonyela
KwaSambane
Amangwane
Nkumba
The Msunduzi
Nkelabantwana
Hlanganani
Macabazini
Bhidla
Nonguqa
Xosheyakhe
Mquela
Ncwadi
Bulwer
Mkobeni
Lubovana
Bethlehem
Chibini
KwaMnyamana
Polela
Eziphahleni
Mahoho
Hlafuna
Emomela
Sizanenjana
Ezitendeni
Sarnia
Nkwezela
Mbulweleni
KwaNombulula
Mawuleni
Richmond
KwaSandanezwe
Mqondekweni
Gala
Gqumeni
Makhuzeni
Qulashe
Okhetheni
Ensimbini
Mashayilanga
Ngwangwane
Thonsini
Mfulumane
Dazini
Mpumulwane
Hlabeni
Embantini
Esidangeni
Ngxalingenwa
Gxalingene
Ndulini
Ngxola
Makholweni
Uqaqani
Ndodeni
Sibomvini
Creighton
KwaShusha
Bhobhoyi
Isibizane
Ingwangwane
Amavondwe
Greater Kokstad
Matatiele
Umzimkhulu
Johannes Phumani Phungula
Ixopo
Sarnia
Donnybrook
Emnywaneni
Nkonzo
KwaNomandlovu
Luwambeni
Umpila
Sawoti
Sikeshini
Masameni
Tarsvaly
Map 31: Agricultural Protected Zones

2.7.13.5. LAND AND AGRARIAN REFORM

Land claims and land redistribution is a largely contested issue within Dr Nkosazana Dlamini-Zuma Local Municipality. Most of the contestation stems from the allocation of land and the land ownership pattern. Due to the related debates on this issue, it has since become a priority for the local municipality. The issue lies in the Office of the Municipal Manager with the purpose of mainstreaming it. The current pattern of land reform in Dr Nkosazana Dlamini- Zuma Local Municipality is evident on the above illustrated on the map.

Based on current available data, there are three Land Claim projects being processed in the Dr Nkosazana Dlamini- Zuma Local Municipality, these include:

- The Mnywaneni project comprising two portions of the property lot 55, Sunrise in extent 298.86 ha. There are some 90 beneficiaries involved. Evaluations have been completed and the Department is in the stage of price negotiations;
- The current residents on the property Ingudwini Forest no. 15327 lodged a request with the Department of Land Affairs 5 years back for the land to be purchased and made available to them as a land redistribution project or possibly an ESTA project. Apparently, the families have been residents on this land for many years. The land is apparently used for grazing by the adjoining people in the Sandanezwe area. The owners of the property are prepared to sell.
- Impendle state land provides opportunities for both redistribution as well as small-scale farmer settlement under the LRAD programme. There are three Land Reform projects at present within the Local Municipality being the:
  - Sunrise Forest;
  - Ingudwini Forests, and
  - The large block of state land to the north of the Umkhomazi River.

This land is in the process of being allocated to the identified beneficiaries. The new Land Redistribution for Agricultural Development programme (LRAD) was only recently implemented. It will take some time before it has any impact on the local economy. This programme is dependent on people applying for financial assistance to acquire land for agricultural purposes. The level of support extended to emerging agriculture is low and as a result, the potential that exists in the traditional areas has not been exploited or developed to any degree.

Other gazette land claims largely in former KwaSani area include:

- The farm Sunrise No. 5567
- Farm Reichnau A No. 5796
- Remainder of the farm Reichenau B No 5797
- Portion 1 of the farm Reichenau B No 5797
- Portion 2 of the farm Reichenau B No 5797
- Remainder of the farm Reichenau No. 5798
- Portion 2 of the farm Reichenau No 5798
- Remainder of the farm Reichenau C No 5799

2.7.13.6. LABOUR TENANT PROJECTS

There are farm dweller projects that are intended for labour tenants and for those farm workers who qualify under the Extension of Security of Tenure Act, Act 62 of 1997. Labour tenant and

farmer worker projects, by their nature, tend to create small-scattered settlements. Noticeable from above illustrated in the map, the labour tenant projects are scattered mainly within the northern eastern electoral wards, with a few other projects on the wards situated central west in the municipality. The current labour tenant projects are listed accordingly in the table below.

Table 36: Labour Tenants and Farm Worker Projects

	PROJECT NAME	PRIORITY RATING 1 HIGH, 2 MEDIUM, 3 LOW
In1	Umkomaas State land	1
In2	Carthill	3
In3	Harvey Anderson	3
In4	Sunrise farm	1
In5	Comrie forests	3
In6	Glenmare-Highover	1
In7	Pennryn	3
In8	Fivestar-Stoneycreek	3
In9	Siyathuthuka	1
In10	Mbanjwa's farm	1
In11	Tarrs' Valley	1
In12	Highburry farm	3
In13	Zamula CPA	1
In14	Riverside Stateland	1

2.7.13.7. LAND REDISTRIBUTION PROJECTS

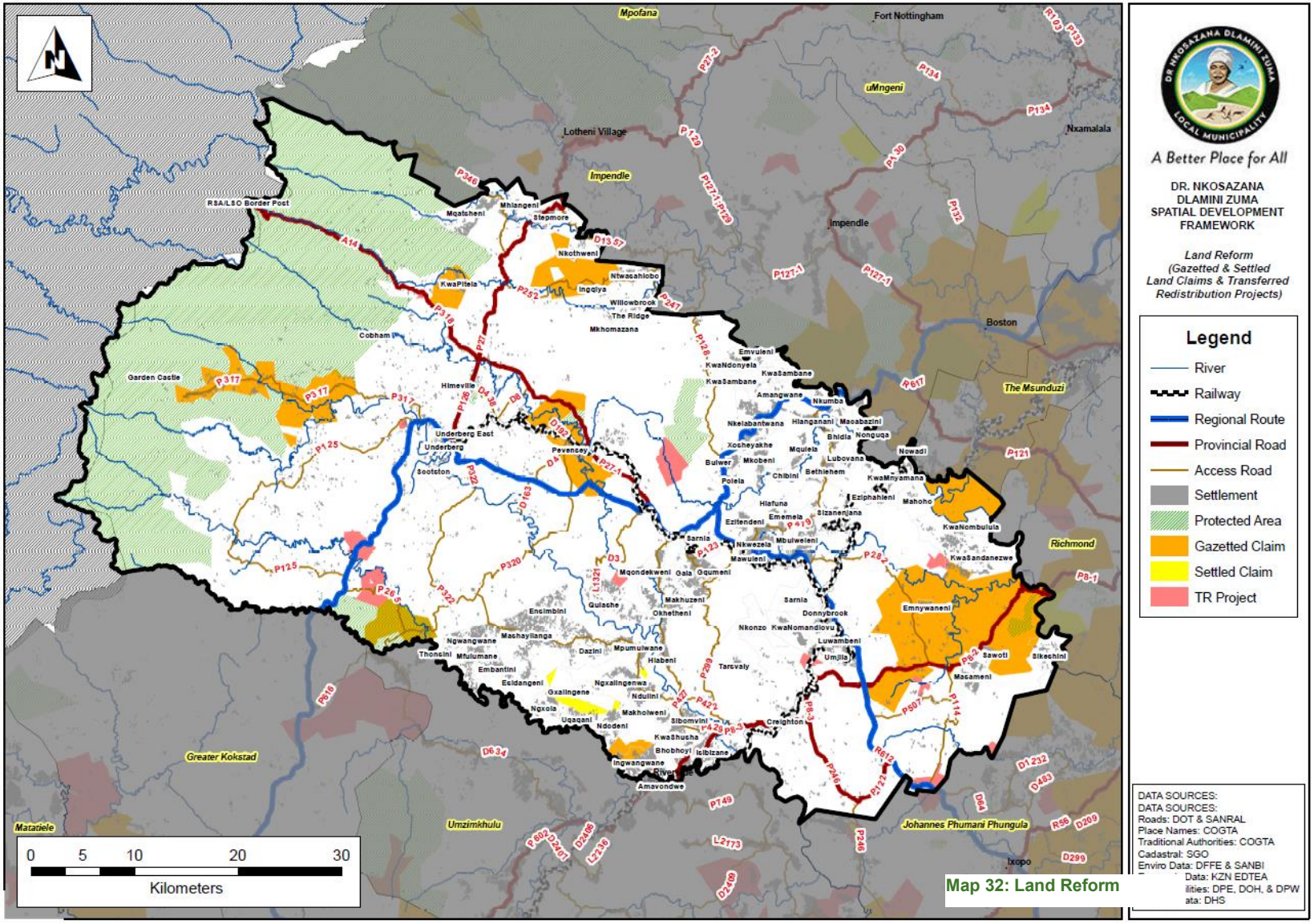
Land reform within Dr Nkosazana Dlamini- Zuma Local Municipality is also impacted by land redistribution projects. Noticeable from the map above, the land redistribution projects are scattered across certain parts of the municipality, including the eastern, central and western municipal wards. The transferred redistribution projects are listed in the table below.

Table 32: Land Redistribution Projects in DR Nkosazana Zuma Local Municipality

PROJECT NAME	LAND USE ACTIVITY	GRANT TYPE	AREA (HECTARES)
Glen Maize	Forestry, dairy	SPLAG	164,00
Clifton	Commercial Farming	LRAD	97,00
Mjila	Commercial Farming	LRAD	114,88
Mjila	Commercial Farming	LRAD	80,72
Mjila	Commercial Farming	LRAD	0,37
Pierremont	Commercial Farming	LRAD	204,17
Ingudwini Forest	Livestock & Crop production	LRAD	223,91
Urhana farm project	Commercial Agriculture and Settlement	LRAD	402,42
Urhana farm Project	Commercial Agriculture and Settlement	LRAD	414,21
Nyala Valley	Game	PLAS	331,68
Nyala Valley	Game	PLAS	447,25
Lillydale	Timber, cropping, livestock	PLAS	150,05
Nyala Valley	Game	PLAS	561,60

Clifton No. 15148	Timber	PLAS	7,21
Clifton No. 15148	Timber	PLAS	6,91
Clifton No. 15148	Timber	PLAS	152,07
TOTAL			3358,45

There are numerous Gazetted Land Restitution claims within Dr Nkosazana Dlamini-Zuma Local Municipality. These are mainly within the eastern and northeast parts of the municipality.



Map 32: Land Reform

2.7.14. SPATIAL, AGRICULTURE AND ENVIRONMENTAL PLANNING (CROSS CUTTING) SWOT ANALYSIS

The following table is the SWOT Analysis for Spatial, Agriculture and Environmental Planning:

Table 37: Spatial, Agriculture and Environmental Planning SWOT Analysis

SPATIAL AND ENVIRONMENTAL PLANNING (CROSS CUTTING) SWOT ANALYSIS	
STRENGTHS	**OPPORTUNITIES**
☞ SPLUMA By-law is in place; ☞ All approval structures (MPT and MPAO) are in place and functional; ☞ Adopted Municipal SDF is in place and is reviewed annually in line with the legislation; ☞ A Single Land Use Scheme is in place and is being implemented. ☞ Focused on long-term planning to develop towns and rural areas; ☞ Building Plans Management System has been installed and is functional to fast track the processing of building plans and to assist with record keeping; ☞ The Ukhahlamba Drakensberg World Heritage Site is a significant tourism asset; ☞ Productive and aesthetically pleasing natural environment for agriculture and tourism.	☞ The municipality serves as a gateway between South Africa and the Kingdom of Lesotho; ☞ The municipal SDF and District plans have identified Bulwer as an emerging municipal development node and primary node respectively; ☞ Arable land with potential for agricultural activities; ☞ Unlocking land through subdivision for commercial and industrial purposes.
WEAKNESSES	**THREATS**
☞ Development and Town Planning Department is under-capacitated. ☞ Increase in the number of informal and unplanned settlements some of which occurs on environmentally sensitive areas. ☞ Unavailability of municipal owned land in Underberg and Donnybrook for development.	☞ Health hazard resulting from informal and unplanned development. ☞ Unauthorised buildings, land uses. ☞ Land invasion on municipal and state-owned land. ☞ Conflict between municipality and Traditional leaders on land ownership. ☞ Development pressure towards the World Heritage Site. ☞ Lack of understanding of the SPLUMA and land-use bylaws by Traditional Leaders.

2.7.14.1. KEY CHALLENGES

The municipality faces increasing challenges relating to unsustainable development practices, environmental degradation and inadequate spatial planning capacity. A shortage of skilled personnel within the Development and Town Planning Unit affects the municipality's ability to effectively manage development applications, enforce regulations and undertake strategic spatial planning.

Additional environmental challenges include insufficient waste recycling initiatives, non-compliance with development regulations and increasing pressure on environmentally sensitive areas due to settlement expansion and inappropriate land use practices. The municipality also faces challenges in ensuring that development complies with building regulations, environmental legislation and sustainable planning principles.

Table 38: Key Challenges for Cross Cutting Issues

Theme	Key Challenge
Spatial Planning and Land Use Management	Dispersed and fragmented settlement patterns increase infrastructure and service delivery costs.
	Development pressure on environmentally sensitive areas, agricultural land and biodiversity assets.
	Limited financial resources for the preparation and implementation of precinct plans, local area plans and rural settlement plans.
	Need for continuous review and alignment of the MSDF, Land Use Scheme and sector plans.
	Informal development and non-compliance with planning and building regulations.
	Limited capacity to monitor and enforce development control measures.
	Increasing demand for land development applications and associated regulatory processes.
Agriculture and Rural Development	Protection of high-potential agricultural land from incompatible development and settlement encroachment.
	Soil erosion and land degradation caused by unsustainable land use practices and overgrazing.
	Limited support infrastructure for emerging and subsistence farmers.
	Climate change impacts affecting agricultural productivity and food security.
	Declining condition of grazing land and natural resources in some rural areas.
	Balancing agricultural production with environmental conservation objectives.
	Continued pressure on agricultural land arising from rural settlement expansion.
Environmental Management and Climate Change	Increasing impacts of climate change including droughts, floods, severe storms and veld fires.
	Spread of invasive alien plant species affecting biodiversity, water resources and agricultural land.
	Land degradation, wetland degradation and loss of ecosystem services.
	Pressure on Critical Biodiversity Areas (CBAs), Ecological Support Areas (ESAs) and protected environments.
	Illegal dumping and poor waste management practices affecting the natural environment.

	Environmental impacts associated with settlement expansion and infrastructure development.
	Need to improve environmental awareness and stewardship among communities.
Geographic Information Systems	Incomplete and fragmented spatial information affecting evidence-based planning.
	Limited GIS capacity and technological resources.
	Need for improved data collection, analysis and reporting systems.
	Alignment challenges between municipal plans, sector plans and infrastructure investment programmes.
	Limited institutional capacity to implement strategic planning initiatives.

2.8. DISASTER MANAGEMENT

2.8.1. INTRODUCTION

Dr. Nkosazana Dlamini Zuma municipality is one of the four local municipalities found within the Harry Gwala District Municipality. The municipality was established after the August 2016 elections, and it was an amalgamation of the then Ingwe and KwaSani local municipalities.

The municipality is situated in the Southern part of KwaZulu-Natal, within the Harry Gwala District Municipality. The municipality is pre-dominantly rural with four (4) main towns apredominantlynd are as follows:

- Underberg
- Bulwer
- Creighton
- Donnybrook

It is a category B municipality and is deemed the second largest municipality in the district of Harry Gwala in terms of population size. In line with the 2016 South African statistics community survey, the municipality has a population of one hundred and eighteen thousand four hundred and eighty (118480).

2.8.2. LEGISLATIVE MANDATE FOR DISASTER MANAGEMENT AND FIRE SERVICES

2.8.2.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT 108 OF 1996

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

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

local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

2.8.2.2. MUNICIPAL SYSTEMS ACT (ACT NO. 32 OF 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district and local authorities) to undertake an integrated development in planning process to develop relevant Integrated Development Plans. Chapter 5, Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the Disaster Management Plan forms an integral part of the Integrated Development Plan.

2.8.2.3. THE NATIONAL DISASTER MANAGEMENT FRAMEWORK (NOTICE 57 OF 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four (4) Key Performance Areas (KPAs) and three (3) Enablers.

KPA three (3) on “Disaster Risk Reduction” (DRR) stipulates that disaster risk reduction planning 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.

2.8.2.3.1. DISASTER MANAGEMENT ACT (ACT NO. 57 OF 2002)

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

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

2.8.2.3.2. DISASTER MANAGEMENT AMENDMENT ACT (ACT 16 OF 2015)

Section 16 subsection (3) and (4) of the Disaster Management Act provides that local municipalities must establish capacity for the development and coordination of a disaster management plan and the implementation of a disaster management function for the municipality, which forms part of the disaster management plan as approved by the relevant municipal disaster management centre.

It furthermore indicates that local municipalities may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards.

Section 17 also makes provision that, amongst the personnel at the disaster management centre must be the Head of the Disaster Management Centre.
It further indicates that staff appointed for the administration of the centre should be suitably qualified persons.

Section 21 subsection (1) of the above act, indicates that, each municipality must:

a) Conduct a disaster risk assessment for its municipal area
b) Identify and map risks, areas, ecosystems, communities and households that exposed or vulnerable to physical and human induced threats.
c) Prepare disaster management plan setting out –

   i) The way in which the concept and principles of disaster management are to be applied in its municipal area, including expected climate change impacts and risks for the municipality.
   ii) The roles and responsibilities in terms of the national, provincial and/ or municipal disaster management framework.
   iii) Its role and responsibilities regarding emergency response and post-disaster recovery and rehabilitation.
   iv) Its capacity to fulfil its role and responsibilities
   v) Particulars of disaster management strategies
   vi) Contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies
   vii) Specific measures taken to address the needs of women, children, the elderly and persons with disabilities during the disaster management process

d) Coordinate and align its implementation of its plan with those of other organs of state and institutional role players.
e) Provide measures and indicate how it will invest in disaster risk reduction and climate change adaptation, including ecosystem and community based adaptation approaches.
f) Develop early warning mechanisms and procedures for risks identified in the municipal area
g) Regularly review and update its plan

2.8.2.4. MUNICIPAL STRUCTURES ACT (ACT 117 OF 1998)

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

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

The Local Government: Municipal Structures Act, 1998, chapter 5, section 84 (J) indicates that fire-fighting services serving the area of the district municipality as a whole, which includes:

- ☞ Planning, coordination and regulation of fire services.
- ☞ Specialized fire-fighting services such as mountain, veld and chemical fire services.
- ☞ Coordination of the standardization of infrastructure, vehicles, equipment and procedures.
- ☞ Training of fire officers

2.8.2.5. FIRE BRIGADE SERVICES ACT 99 OF 1987

The Fire Brigade Services Act, Act 99 of 1987 (FBSA) is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination and standardization of fire brigade services.
In terms of the FBSA, local authorities can establish and maintain a fire brigade service for the following purpose:

- Preventing the outbreak or spread of a fire.
- Fighting or extinguishing a fire.
- The protection of life or property against a fire or other threatening danger.
- The rescue of life or property from a fire or other danger.
- Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service.
- The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

2.8.2.6. NATIONAL VELD AND FOREST ACT 101 OF 1998

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

2.8.3. STATUS QUO OF DISASTER MANAGEMENT IN DR NDZ LM

The Disaster Management Act (Act 57 of 2002), as amended from time to time in chapter 5, clearly define the requirements that, municipalities must undertake to fulfill their disaster management mandate.

The area of jurisdiction of Dr. Nkosazana Dlamini Zuma municipality is prone to diverse types of disaster hazards ranging from natural and human induced. Whilst natural hazards cannot be prevented but is of paramount importance to note that, initiatives and/ or measures are put in place to mitigate the effects of such natural phenomenon.

Human induced disaster hazards are by all possible means preventable and hence the municipality is very vigilant to such phenomenon and has further put in place drastic measures and / or programs in place to effectively prevent such human induced hazards from happening and where, such hazards do occur, effective response systems get activated and deal with such.

One of the most fundamental issues in disaster management is that of ensuring disaster management centers act as repository and conduits to information and building capacity at a community level with the effort of building disaster resilient communities. The area of jurisdiction of the municipality has sixteen (16) traditional councils, which therefore places indigenous knowledge information at the center stage of disaster management in terms of incorporation whenever a risk assessment is done in terms of key performance area 2 of the disaster management framework. The traditional leaders are also represented in the Disaster Management Advisory forum.

Dr. Nkosazana Dlamini Zuma municipality shall endeavor to ensure compliance with all disaster management statutory prescripts including the constitution of the republic, which is an overarching

legislative document in the country, with the purpose of ensuring a safe environment and building resilient communities whilst reducing disaster vulnerabilities.

The municipality is currently striving to promote a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at:

- Preventing or reducing the risk of disasters
- Mitigating the severity or consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters and
- Post –disaster recovery and rehabilitation

As indicative above, the following projects are testimonies that, Dr. Nkosazana Dlamini Zuma municipality is hard at work with special emphasis in prioritizing disaster management issues:

- ☞ Establishment of fire station that will also be utilized to dispatch disaster management activities
- ☞ Disaster Management Policy Framework was developed and approved by Council on the 17th December 2020.
- ☞ Disaster Management plan has been developed
- ☞ Disaster Management Advisory Forum established
- ☞ Disaster Risk Assessment has been done
- ☞ Disaster Risk Reduction projects incorporated in the IDP
- ☞ Disaster Response and Recovery
- ☞ Information Management and Communication
- ☞ Education, Training, Public Awareness and Research
- ☞ Funding Arrangements for Disaster Risk Management drastically improved

2.8.3.1. KEY PERFORMANCE AREA 1

2.8.3.1.1. DISASTER MANAGEMENT FRAMEWORK

The Dr. Nkosazana Dlamini Zuma municipality's Disaster Management Policy Framework was approved by Council on the 17th December 2020 in terms of section 42 of the Disaster Management Act, (Act 57 of 2002), in line with the National Disaster Management Framework of 2005. The Disaster Management Framework is essential to ensure an integrated and uniform approach to disaster management in the municipality's area of jurisdiction by-

a) The municipality and statutory functionaries of the municipality.
b) All municipal entities operating in jurisdiction
c) All non-governmental institutions involved in disaster management in the area
d) The private sector

The Disaster Management Framework also put more and more emphasis in ensuring that all role players in the disaster management arena (including Government, Non-Government Organizations, Traditional Authorities and the Private Sector) work together in a coherent and coordinated fashion to prevent and or mitigate the occurrence and/ or effects of disasters incidents or disasters.

2.8.3.2. KEY PERFORMANCE INDICATOR

The Disaster Management Policy Framework was approved by Council on the 17th December 2020.

2.8.3.3. DISASTER MANAGEMENT ADVISORY AND COMMUNITY SAFETY FORUM

The advisory forum sits four times on annual basis, which translate to one (1) meeting in three (3) months. The effectiveness and sustainability sitting of meetings on quarterly basis has seen the implementation of disaster management issues evolve from being reactive to be more proactive with more emphasis on prevention and mitigation of hazards.

The representation of the disaster management advisory forum for Dr. Nkosazana Dlamini Zuma municipality is as follows:

Table 39: Disaster Management Advisory Forum

NO	STAKEHOLDERS
1.	Dr. Nkosazana Dlamini Zuma Municipality
2.	Harry Gwala District Municipality's Disaster Management Centre
3.	Provincial Disaster Management Centre
4.	Department of Health Communicable Diseases
5.	Department of Health Emergency Management Services
6.	Social Development
7.	South African Social Security Agency
8.	South African Police Services Bulwer
9.	EMS
10.	Road Traffic Inspectorate (RTI)
11.	UMkomaas Fire Protection Association
12.	Southern Berg Fire Protection Association
13.	Creighton Engen Depot
14.	Department of Human Settlement
15.	SASSA
16.	Ward Committees
17.	Working on Fire
18.	South African Police Creighton
19.	South African Police Himeville
20.	South African Police Donnybrook
21.	Ward Committee members
22.	KZN Ezemvelo

23.	Harry Gwala Municipal Health Services
24.	Sani Pass Border Authority
25.	Harry Gwala Water Authority





Special Disaster Management Advisory Forum Meeting held on the 22 October 2025



Disaster Management Advisory Forum Meeting held on the 17 September 2025

SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION VISION 2030

The Sendai Framework for Disaster Risk Reduction promotes a more people centered preventative and mitigation approach to disaster risk reduction. It put emphases on governments to engage with relevant stakeholders, including women, children, youth, people with disabilities, poor people, migrants and older people.

The above people are the most affected whenever disaster incidents and/ or disasters are realized on their basis of their vulnerabilities.

In a view to implement the vision of the Sendai Framework, the municipality has realized the need to incorporate representatives of the above stakeholders in its Disaster Management Advisory Forum, with a view to ensure that, their needs are taken into consideration whenever disaster management policies and plans are put in place.

This will be a very useful platform for such representatives on the basis that, they have their own forums wherein they can thereafter report to such forums on any information coming from the Disaster management Advisory Forum and their input as well.

2.8.3.4. KEY PERFORMANCE INDICATOR

- ☞ Disaster Management Advisory Forum sustainable and taking relevant decisions to promote disaster risk reduction within the area of the municipality.
- ☞ Disaster Management Advisory Forum to ensure representation from the following categories of stakeholders:
    - Representative from the Women Forum
    - Representative from the Youth Forum
    - Representative from the people with disabilities
    - Representative from migrants' structures
    - Representative from old citizens

- ☞ Disaster Management Forum to ensure alignment with the above structures to ensure that, disaster management issues are dealt with in an integrated manner.

Table 40: Disaster Management Advisory Forum Representation

No	Stakeholder	RESPONSIBILITIES
1.	Line Function Departments in the municipality	☞ To provide expertise and technical information pertaining to their line function departments ☞ To act as leading agencies in dealing with certain hazards that require technical skills
2.	Traditional Leaders	☞ To ensure that, traditional values and indigenous information is also forms part of disaster management planning in the municipal area
3.	South African Weather Services	☞ To provide advice on weather patterns and cascade early warning systems as part of ensuring state of preparedness
4.	SASSA	☞ To make provision of the diverse types of grants to needy communities ☞ To also provide relief such as food vouchers and/or groceries
5.	Home Affairs	☞ To ensure that, communities receive their identity documents ☞ To control illegal emigration of people to and from the South African Borders
6.	South African Liquor Authority	☞ Responsible of regulating liquor licenses in the area ☞ Attend to all liquor related complaints and ensure that, they are resolved timeously

7.	Provincial Disaster Management Centre	☞ To provide oversight on disaster risk management issues implementation at a local level ☞ Assist with training and capacity building ☞ Provide enormous disaster related support
8.	None Government Organizations	☞ To provide support (disaster relief) whenever a need arises
9.	NDZ municipal Disaster Management Centre	☞ Point of coordination for Disaster Management ☞ Ensure development of Disaster Management plans and monitoring the implementation thereof ☞ Conduct risk assessment for the area of jurisdiction of the municipality in consultation with all relevant role players ☞ Promote prevention, mitigation and response initiatives by municipal organs of state, non-governmental organizations and communities in jurisdiction. ☞ Measure performance and evaluate progress of initiatives ☞ Facilitate the activation of Joint Operation Centre whenever a need arises ☞ Make referrals to other sector departments ☞ Plan and execute awareness campaigns
10.	Community Based Organizations	☞ To provide both physical and emotional support during tough times to victims
11.	Eskom	☞ To provide technical information and skills on electricity ☞ To conduct awareness campaigns
12.	South African Police	☞ To ensure safety and security
13.	Fire Services	☞ To ensure fire safety communities
14.	Department of Health	☞ To deal with diseases and provide technical information on how to prevent and mitigate the effects of diseases
15.	Department of Transport	☞ To make provision of measures to prevent motor vehicle accidents
16.	District Disaster Management Centre	☞ Provide support to the municipality on disaster management issues
17.	Magma Security	☞ Ensure safety and security
18	KSA	☞ Ensure safety and security
19.	Berg Security	☞ Ensure safety and security
20.	KZN Ezemvelo	☞ Environmental Protection

2.8.4. ESTABLISHMENT OF THE DR. NKOSAZANA DLAMINI ZUMA MUNICIPALITY'S EMERGENCY CENTRE

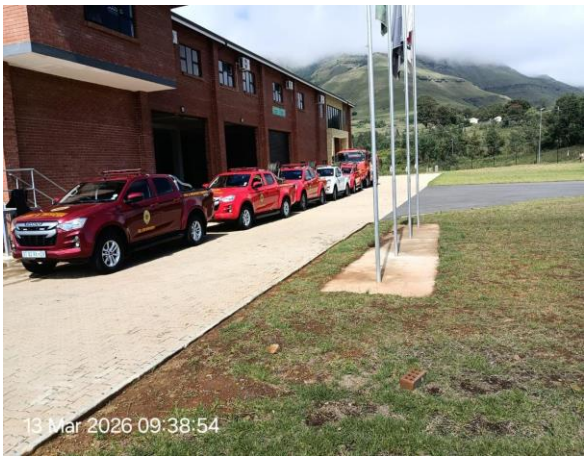
The Disaster Management amended Act 2015, (Act 16 of 2015), section 16 subsection 4, read in conjunction with the Disaster Management Act of 2002, (Act 57 of 2002) indicate that, a local municipality ***MAY*** establish a disaster management center in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with the national norms and standards.

Dr. Nkosazana Dlamini Zuma municipality has established an integrated emergency Centre that will house the emergency services within the municipality which are as follows:

- Disaster Management
- Fire Services

2.8.4.1. DR. NDZ FIRE AND DISASTER EMERGENCY CENTRE

- The Disaster Management Centre is finished, has been furnished and equipment installed.
- The lift was installed and it is fully operational and thus ensures that, the centre caters for people with disabilities.









Dr. Nkosazana Dlamini Zuma Municipality Disaster and Fire Emergency Services



Fire Fighters during parade

2.8.4.2. OPERATIONAL REQUIREMENTS OF THE EMERGENCY CENTRE AND SATELLITE STATIONS

The emergency centre is operational with certain things still to completed for it to be fully functional. It has been fully furnished by the courtesy of KZN COGTA.

The Information and communication system has been budgeted for as well as part of ensuring that, disaster incident assessments and communication is digitalized accordingly. The municipality is working very closely with KZN COGTA in order for the municipality to integrate with COGTA's C-More communication system as developed by CSIR. The municipality is therefore in a process to procure disaster management gadgets to be utilized accordingly.

All disaster management officials and fire services officials are now working from the Fire and Disaster Management Centre

The control room equipment installation will be expedite in order to ensure that, the emergency centre is linked to a free toll number that will allow members of the public to communicate with the centre whenever a need arises. Control room monitors have already been procured.

The municipality entered into an agreement with the Department of Agriculture, Land Affairs and Rural Development within the NARYSEC (National Rural Youth Service Corps) program to train about 15 fifteen rural youth from DR NDZ municipal area. They were trained on fire fighting at the City of uMhlathuze, hence completed the training in August 2023. All the 15 youth, fire fighters have been employed by Dr. Nkosazana Dlamini Zuma Municipality as fire fighting interns for a period of 24 months with the option to renew, including other two who were not part of the NARYSEC program. The contract for the fire-fighting interns has been extended accordingly.

It is therefore behind such rational that, in Dr. Nkosazana Dlamini Zuma municipality disaster management and fire services must not be looked at as separate units as they complement each other both in capacity and otherwise.

The emergency centre is operational for 24 hours a day, seven 7 days a week.

Table 41: Disaster Management Centre staff

NO	ITEM	UTILIZATION
1.	40 Officials at the emergency centre	Working there on daily basis inculding fire-fighters, WoF employees, office officials and general workers
2.	2 x Control Room Operator to be employed	Control room
3.	Fire and Disaster Management Equipment as indicated below	Stored at the centre
4.	1 x fire Engine	Response
	2 x Disaster Management vehicles	Response
	5 x bakkie sakkie vehicles	Response
	1 x Motor Accident Rescue Response Vehicle	Response
	1 x Water Tanker Truck procured in 2025/2026 FY (Awaiting Delivery)	Response
	1 x New vehicle procured in 2025/2026 FY for Disaster Management (Awaitng Delivery)	Response
5.	Telephones are currently being installed	Communication
6.	The municipality has taken a resolution in December 2024 for the recruitment of disaster management volunteers	To work from centre
7.	Disaster Relief	Stored at centre
8.	Four shift system will be utilized at the centre	Operation of FF
9.	2 x store room facilities	Storage of disaster relief
10	All offices have furniture to date	Administration

2.8.4.3. ESTABLISHMENT OF FIRE SERVICES ADVISORY FORUM

Dr NDZ municipality has established a fire services advisory forum which set for the first time on the 28th February 2023 at the Himeville offices boardroom. This forum is established to deal with all fire services issues within the area of jurisdiction of the municipality.

The forum sits on quarterly basis, and thus shall be responsible to advise the Disaster Management Advisory and Community Safety Forum which also sit on quarterly basis.

The members of the forum are as follows in terms of the organizations:

- Dr. NDZ Municipality
- Southern Berg Fire Association
- Umkomas Fire Association
- Farmers Association
- KZN wild life Ezemvelo
- Working on fire
- Engen Depot in Creighton

Currently the forum is not sitting due to none attendance of meetings by members, which then therefore renders such forum ineffective. The municipality shall ensure that, such forum is resuscitated in order to deal with fire issues within the area of jurisdiction of the municipality.

This forum has been having challenges to sit accordingly and hence need to be revived. The municipality shall ensure that, such revival is done and that the forum becomes effective accordingly.

The fire fighter position was advertised and the short-listing exercise was undertaken but unfortunately no suitable candidate was identified. The post has since been re-advertised.

2.8.4.4. EMPLOYMENT OF FIRE SERVICES OFFICIALS

To date, the municipality has appointed a Chief Fire Officer, six fire fighters and twenty-two fire-fighting interns and its trailing with a four-shift system.

The municipality in collaboration with the Department of Agriculture, Land Reform and Rural development and as well the South African National Defense Force trained youth from within Dr. Nkosazana Dlamini Zuma Municipality on fire fighting. The program started in the western Cape at the military barracks in George wherein the students were introduced in a leadership and disciplinary course.

In November 2022, the students joined the Dr. NDZ municipality to undergo and/ or experience a workplace training and they will conclude in February 2023, wherein they commenced an accredited fire-fighting 1 and 2, Hazmat operations and awareness training at the City of uMhlathuze Fire training academy.

They since completed the course and have been employed by the municipality on a twenty-four months contract as interns. In total, the municipality currently have employed about twenty-eight fire-fighters at the center including the CFO and interns.

The municipality took into consideration, the comments of the MEC to address the shortage of personnel within the fire-fighting services and disaster management unit. To date the municipality is still striving to ensure that, adequate personnel are employed in order for the Centre to be fully operational without any gaps.

In this current financial year 2025/2026, there are two vacancies and are as follows:

- ☞ Disaster Management Officer, who resigned in December 2025
- ☞ Fire Fighter who passed away in 2024

The fire fighter position was advertised and the short-listing exercise was undertaken but unfortunately no suitable candidate was identified. The post has since been re-advertised.

Regarding the Disaster Management Officer, the post was advertised and currently awaiting human resources processes to fill the position.

2.8.4.5. EMPLOYMENT OF DISASTER MANAGEMENT OFFICIALS

The municipality currently have two permanent officials for disaster management that is the Disaster Management Officer and the Disaster Management Clerk. As part of beefing capacity within the unit, there are also two INTERNS officials to be employed.

As part of augmenting personnel or increasing capacity on Disaster Management, the municipality has since established a Disaster Management Volunteer Unit with thirty (30) incumbents.

It should be noted that, the disaster management unit and fire services unit complement each other in terms of back up wherever it is necessary.

The municipality will furthermore employ control room operators interns who will be responsible for manning the control room for 24 hours to ensure that the emergency center is operational all the time.

There is a shortage of employees within the disaster management unit indeed as noted in the MECs letter of comments, hence the municipality is striving to employ more personnel to render the disaster management unit effective in terms of dealing with all disaster management issues.

2.8.4.6. DISASTER MANAGEMENT VEHICLES

The municipality has allocated two vehicles within the Disaster Management unit to ensure that work is easily discharged accordingly. It should be noted once again that, should major disaster incidents and/ or disasters are realized within the area of the municipality all equipment necessary even within the fire services will be deployed in the field to be utilized during the disaster incident and/ or disaster.





Disaster Management Vehicles

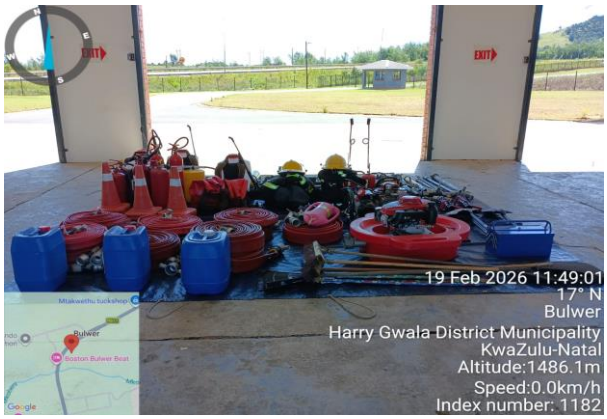
Another vehicle has been procured for the Disaster Management unit, as indicated above on projects that are being implemented in this current financial year (2025/2026)



2.8.4.7. EQUIPMENT FOR FIRE SERVICES

The municipality continues to procure equipment for the fire services to ensure that such service is provided accordingly to the community in a suffice manner. Two fire fighting vehicles have also been procured as part of building capacity within the fire service.





Fire Fighting Equipment

2.8.4.8. ESTABLISHMENT OF FIRE SATELLITE STATIONS

The municipality is establishing fire satellite stations within its area of jurisdiction as part of expanding the capacity of fire-fighting services in order to ensure that response times in case of incidents are realized, reduced and ensure immediate emergency assistance arrives in time.

The area of jurisdiction of the municipality is very sparsely and the road terrain is terrible hence such factors have a negative impact on emergency response. In light of the above, the municipality has since identified four strategic areas at which the fire satellite stations will be based. The areas are as follows:

- Ward 1 – Step-more
- Ward 3 – Underberg
- Ward 12- Bethlehem
- Ward 14- Creighton





Park home for fire satellite stations constructed in ward 1



Park home for fire satellite station in ward 12



Park home for fire satellite station constructed in ward 12

A water tanker which will also have capabilities to fight fires has been procured for the fire-fighting unit to augment the fleet currently in existence. This initiative will assist the municipality to effectively fight fires in the remote rural areas without travelling long distances to fill-up water.

There are twenty-two (22) fire interns that have been employed in the municipality to augment the current team and from there four-way shift system shall be put in place for both the emergency center and the satellite stations. This will ensure fair distribution of fire fighters both experienced and the fire interns.

2.8.4.8.1. PLANS FOR THE MUNICIPALITY TO EMPLOY MORE FIRE FIGHTERS

The municipality has taken a decision to employ two (2) permanent fire fighters each and every year going forward until such time that, the needs of the municipality in this category are met. Whilst the permanent employees are employed, this will reduce the current number of fire-fighting interns to an acceptable level.

2.8.5. INTER-DEPARTMENTAL DISASTER MANAGEMENT COMMITTEE

The municipality has revised its interdepartmental disaster management committee to ensure efficiency in dealing with internal disaster management issues.

It is envisaged that the proposed names below will be in a position to effectively participate in the committee and thus realizing positive outcomes.

The committee will sit on quarterly basis unless there are priority and urgent matters that need to be considered accordingly, then a special meeting shall be called.

Table 42: Inter-departmental Disaster Management Committee

NO	NAME OF OFFICIAL	DESIGNATION	DEPARTMENT REPRESENTATION
1.	Mr. M.W. Dlamini	Manager Community Safety	Community and Social Services
2.	Mr. S. Ngcobo	Assistant Manager Auxiliary	Corporate Services
3.	Mr. Z. Dlamini	Assistant Manager PWBS	PWBS Department
4.	Mr. R. Radebe	Assistant Manager HR	Corporate Services
5.	Mr. N. Wela	Deputy CFO	BTO
6.	Miss N. Holiwe	Manager SCM	BTO
7.	Mr. S. Gwala	Town Planning Technician	DTPS
8.	Vacant	GIS Officer	DTPS

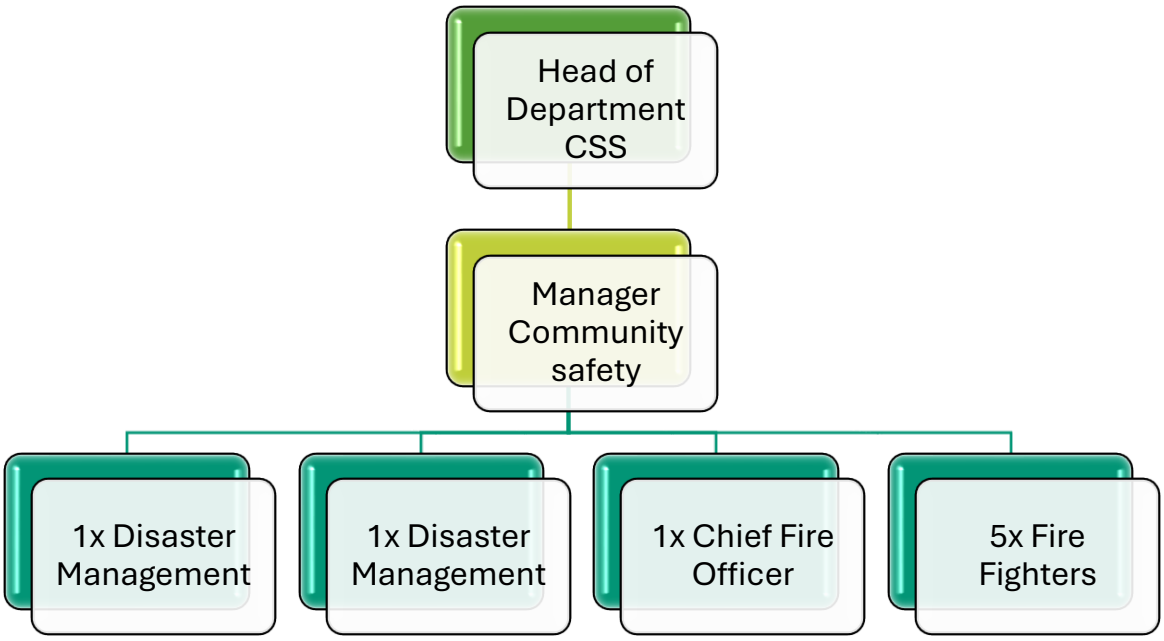
2.8.6. STORAGE FACILITIES

Storage facilities are also available wherein all disaster management relief is stored, although it is not conducive as compared to a proper fire station or disaster management center wherein a one stop shop is envisaged. Provision has been made for storage facilities in the emergency Centre.

2.8.7. LOCATION OF DISASTER MANAGEMENT

In terms of location, the disaster management unit is located within the Community Services Department under the Community Safety section with the organogram as follows:

An Ideal Disaster Management Organogram



2.8.8. WARD BASED VOLUNTEERS

As required by legislation, the municipality has since fully qualified with the establishment of the Disaster Management Volunteer unit to enroll thirty (30) of such volunteers.

As part of ensuring transparency, the matter was advertised accordingly and thus attracting quite a number of youths within the area of jurisdiction of the municipality.

Interviews were held subsequent to the short listing that was conducted hence the outcome.

Dr. Nkosazana Dlamini Zuma municipality as from October 2025, enrolled thirty (30) volunteers in terms of the Disaster Management Volunteer regulations. Such volunteers were recruited from the wards of Dr. Nkosazana Dlamini Municipality, as a testimony to streamline disaster management at a ward level.

The volunteers were orientated and inaugurated on the 24th October 2025 at the Dr. Nkosazana Dlamini Zuma Municipality's Disaster and Fire Management Centre. The presence of COGTA at the event was a testimony of intergovernmental relations and cooperation amongst spheres of government to advance service delivery to the citizens of the municipality.

The event was also blessed by the presence of the Honourable Mayor, Speaker, Portfolio Head of the Community and Social Services which is where disaster management resides and other ordinary Councillors. The presence of the Accounting Officer (Municipal Manager) and Chief Financial Officer was an attribute of commitment by the municipality to ensure compliance and create resilient communities within the jurisdiction of the municipality.

A database has been created for monitoring purposes. The municipality has already ordered protective clothing for the volunteers to wear whenever they perform disaster management duties.

2.8.8.1. GADGETS FOR DISASTER MANAGEMENT VOLUNTEERS AND EMERGENCY OFFICIALS

As part of advancing the abovementioned legislative obligations, the municipality procured forty (40) gadgets (Tablets) to be utilized by disaster management volunteers and other officials for the assessment of disaster incidents and/ or disasters.

Furthermore, 4 monitors which will be stationed in the control room for purposes as of communication and information system were procured.

Currently, the department is liaison with the corporate services department to ensure provision of data and sim cards in order for the gadgets to be functional. This is a milestone that will advance the way in which the municipality deals with disaster management issues, especially cascading of the following:

- Information
- Early warnings
- Disaster Management Incident Assessments
- Monitor and evaluation of projects and programs
- Sending videos clips of disasters and/ or disaster incidents etc.









Table 43: Disaster Management Volunteers

NO	NAME AND SURNAME OF VOLUNTEER	I.D NUMBER	CONTACT NUMBER
1	SPHESIHLE REGINALD DLAMINI	[redacted]	0714313938/0670631008
2	NONJABULO HAPPINESS MTOLO		0722597687
3	SANELE LUCAS GUMEDE		0766233112
4	SINDISIWE HLONGWANE		0608306571
5	SINOVUYO BATHANDE MSOMI		0722048664
6	NONDUMO PRETTY-GIRL PAKATHI		0721444585

7	ANDILE MTOLO	[redacted]	0728596602
8	LWAZI NGCEBO ZIKODE		0646056514
9	APHIWE SHEZI		0633647298/0840955442
10	SIHLE MORGAN NYAWOSE		0791308184
11	NQUBEKO MTHEMBU		0794714890/0796139017
12	NONHLE BHENGU		0660444381
13	BUHLE ZAMAMBO MKHIZE		0719993646
14	SIYETHEMBA AMAHLE BHEDE		0761389934
15	NJABULO THINKSON DLAMINI		0828212370/0839570527
16	NQOBILE MALINGA		0797289235
17	ANDISIWE VUYISWA DLAMINI		0820890541
18	THEMBELIHLE PRETTY NDLOVU		0624586894
19	XOLANI AMAHLE GUMEDE		0760888049
20	NOLUTHANDO PRETTY MNCWABE		0665223021
21	BATHABILE CYNTHIA NGUBANE		0792893364
22	AYABONGA SITHOLE		0691995490/0615474891
23	LONDEKA ZONDI		0646381659/0761568995
24	BUSISIWE ANGEL NENE		0783454355
25	SAMNKELO KHAMBULE		0673803481/0784713296
26	SANELISIWE CYNTHIA DLAMINI		0642898772
27	SIYABONGA ELIAS GUMEDE		0738079087/0762335836
28	SIBONELO CYPRIAN SOSIBO		0714935288/0823642366
29	ANATHI BENEDICT ZULU		0768404735/0765983643
30	MSAWENKOSI MICHEAL MTOLO		0715902674



Disaster Management Volunteers on their first introductory meeting at the emergency centre on the 10th October 2025



Inauguration and orientation of the Disaster Management Volunteers and Working on Fire employees 24 October 2025

2.8.9. PREVENTION AND MITIGATION

In line with section 47 of the Disaster Management 2002, (Act 57 of 2002), the municipality has put measures in place to the extent of its capacity to always provide guidance to other organs of state particularly the sector departments, private sector, non-governmental organizations, communities and individuals in municipal area to assess and prevent or reduce the risk of disasters.

- The risk assessment was done and is enshrined in the disaster management plan
- Currently the municipality is increasing the capacity for communities and households to minimise risks and the impact of disaster through awareness campaigns, education and

training. Communities will be also provided with fire beaters and knapsack tanks to ensure that, as first responders, they have some mechanism to deal with the fires before the fire services can arrive.

- Contingency plans are also developed on seasonal basis, as part of ensuring that, a state of preparedness to deal with disaster incidents and/ or disasters is in place.

2.8.10. ENFORCEMENT OF LEGISLATION

The disaster management section, working together with the fire services conduct fire safety inspections in all the business premises within the area of jurisdiction of the municipality.

Joint inspections are also conducted where-in several line function departments come together and target specific areas that, have been identified to be not complying with the legislation. In such joint inspections, confiscation of illegal items is done, raids of specific premises. It is one of the ways or measures that, ensures risk reduction within the private sector.

2.8.11. KEY PERFORMANCE INDICATORS

- New proposed fire station constructed.
- Storeroom to store disaster management equipment and relief in place.
- Human resources capacity in place.
- Unit of volunteers in place.
- Prevention and mitigation measures in place.
- Risk reduction initiatives, projects and programmes are being implemented.
- Disaster Management Interdepartmental Committee in place.

2.8.12. DISASTER RISK MANAGEMENT PLAN

The Dr. Nkosazana Dlamini Zuma Municipality's Disaster Risk Management Plan, has been successfully reviewed and updated accordingly. Contained in the disaster risk management plan is the disaster risk assessment which outlines the hazards that are imminent within the area of jurisdiction of the municipality.

There are also disaster risk reduction projects and or programs identified to prevent and or mitigate the disaster risks eminent in different areas of the municipalities. Included herein is also the budget to implement such projects and programs.

2.8.12.1. KEY PERFORMANCE INDICATOR

Reviewed and approved disaster management master plan.

2.8.12.2. MUNICIPAL SAFETY PLAN

Dr. Nkosazana Dlamini Zuma municipality is working very closely with other government departments, the private sector and other stakeholders to combat crime, ensure safety on the roads and ensuring safety at communities at large.

The following structures are in place to deal with issues of crime and safety:

- Local crime Policing Forums
- Rural Safety Meetings
- Station Crime Combating Forum (SCCF)

- Regional/ Cluster Rural Safety Forum
- Disaster Management Advisory Forum

2.8.12.3. ROAD CAMERAS

As part of combating crime, the private sector (Community Watch) has come on board and erected cameras on all the roads that lead to the town of Underberg and Himeville. Such cameras can detect everything that happens on such roads and through communication, it therefore becomes easier to respond to incidents of crimes and any other assistance that may be needed by commuters Himeville Road meeting R617



Cameras within the area of jurisdiction of the municipality to promote safety



The municipality has got two animal pounds situated in its area of jurisdiction, namely

- Himeville Pound
- Creighton Pound

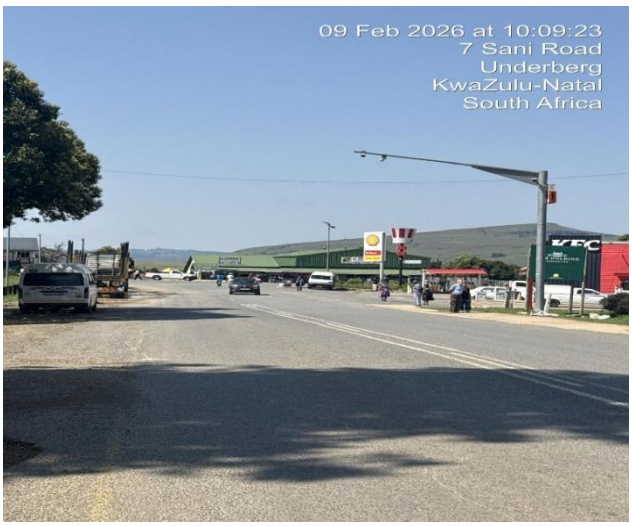
Both pounds are operational and assist a lot to keep stray animals from the road where they can cause motor vehicle accidents and thus causing the mortality rate of MVAs to be high. The municipality is working very hard to keep animals away from the roads within its area of jurisdiction through different programs that are in place such as:

- Integrated Community Safety Awareness Campaigns (ICSAC)
- Developed impounding policy
- Effective Truck to collect stray animals

2.8.12.4. CRIME PREVENTION AND COMBAT

South African Police services as a leading agent, plays a very critical role in ensuring that crime prevention does take place and criminals found to be breaking the law are dealt with accordingly, assisted by all the other security companies within the area.

Himeville and Underberg are known as being tourist's destinations and hence the issue of security to tourist is of high priority to the municipality. The presence of tourists boosts the local spin off, of the business sector.



It is therefore for this reason that, has seen the area installing the road cameras as part of a synergy amongst the stakeholders to deal with crime.

Crime statistics is shared amongst the security clusters to use the information to develop strategies to combat future crime elements.

Joint raids are conducted on regular basis wherein to deal with issues of illegal migrants, none compliance, identifying fugitives, identifying drugs dealings and other things. Such operation is done swiftly and bears wonderful fruits because all agencies are in one place to deal with any eventualities that may arise.

2.8.12.5. CLEARING OF BUSHES AND CONDUCTING FIRE BREAKS

The municipality has got wonderful bylaws that, encourage residents of Dr. Nkosazana Dlamini Zuma that own vacant properties to clear their properties and make sure that are clean all the time, failing which the municipality clears such properties and bill the owners.

Furthermore, the municipality works very closely with Working on Fire and Fire Protection Associations to do fire breaks and remove alien plants.



Fire breaks done near residential area

2.8.12.6. INSTALLATION OF LIGHTING CONDUCTORS

The area of jurisdiction of the municipality is highly vulnerable to lightning and hence its occurrence in certain instances mostly claim people's lives and cause injuries as well. It is therefore imperative for the municipality to mitigate the effects of lightning.

The municipality in the financial year 2025/ 2026, installed fifty (50) lightning conductors in most areas that are mostly affected by lightning. It is believed that, such lighting conductors can reduce/ mitigate the impact of lightning whenever it occurs.



Installation of Lightning Conductors in July/August 2025

2.8.12.7. KEY PERFORMANCE INDICATOR

- Safer Communities
- Reduced Crime
- Reduced Motor Vehicle Accidents
- Reduced Structural and veld Fires
- Reduced Road Unworthy Vehicles
- Reduced bushes both in residential places and in town
- Mitigated Lightning hazards

2.8.13. RISK PROFILE

The municipality has reviewed the disaster management master plan including the risk assessment which was done in terms of quantitative and qualitative data to ensure that, the prioritized risks are relevant to the municipality's area of jurisdiction and that mechanisms to deal with such risks are put in place in a form of disaster risk reduction projects.
The risk profile for the municipality is therefore as follows:

LEGEND

	Extremely High Hazard
	High Hazard
	Moderate Hazard
	Low hazard

Table 44: Risk Profile

WARD NO	PRIORITY HAZARDS	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS	NUMBER OF SCHOOLS
1	Storms		Extremely High	7	13
	Heavy Rain		Moderate		
	Lightning		High		
	Floods		High		
	Fierce Wind		High		
	Snow		High		
	Crime		Moderate		
	Structural Fires		High		
	Veld Fires		Extremely High		
	Drought		Low		
	Hail Storm		Moderate		
	Road Accidents		Moderate		
2	Storms		Extremely High	4	8
	Heavy Rain		Moderate		
	Snow		Extremely High		
	Structural Fires		Moderate		
	Lightning		Moderate		
	Veld Fires		Moderate		
	Fierce winds		High		
	Crime		Moderate		
	Drought		Low		
	Road Accidents		High		
	Floods		High		
	Hail storm		Moderate		
3	Storms		Extremely High	1	3
	Fierce Winds		High		
	Crime		Moderate		
	Road Accidents		High		
	Structural Fires		High		
	Snow		Extremely High		
	Floods		High		
	Heavy Rain		Moderate		
	Hail Storm		Moderate		
	Veld Fires		Moderate		
	Lightning		Moderate		
	Drought		Low		

WARD NO	PRIORITY HAZARDS	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS	NUMBER OF SCHOOLS

4	Storms		High	4	8
	Floods		Moderate		
	Heavy Rain		Moderate		
	Hail Storm		Moderate		
	Road Accidents		Low		
	Structural Fires		Moderate		
	Snow		Extremely High		
	Veld Fires		Moderate		
	Lightning		High		
	Fierce Winds		High		
	Drought		Moderate		
5	Storms		High	4	5
	Floods		Moderate		
	Fierce Winds		High		
	Hail Storm		High		
	Road Accidents		Low		
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		High		
	Lightning		High		
	Heavy Rain		High		
	Drought		Moderate		
6	Storms		High	6	9
	Floods		Moderate		
	Fierce wind		High		
	Hail Storms		High		
	Road Accidents		Low		
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		High		
	Lightning		High		
	Heavy Rain		High		
	Drought		Moderate		

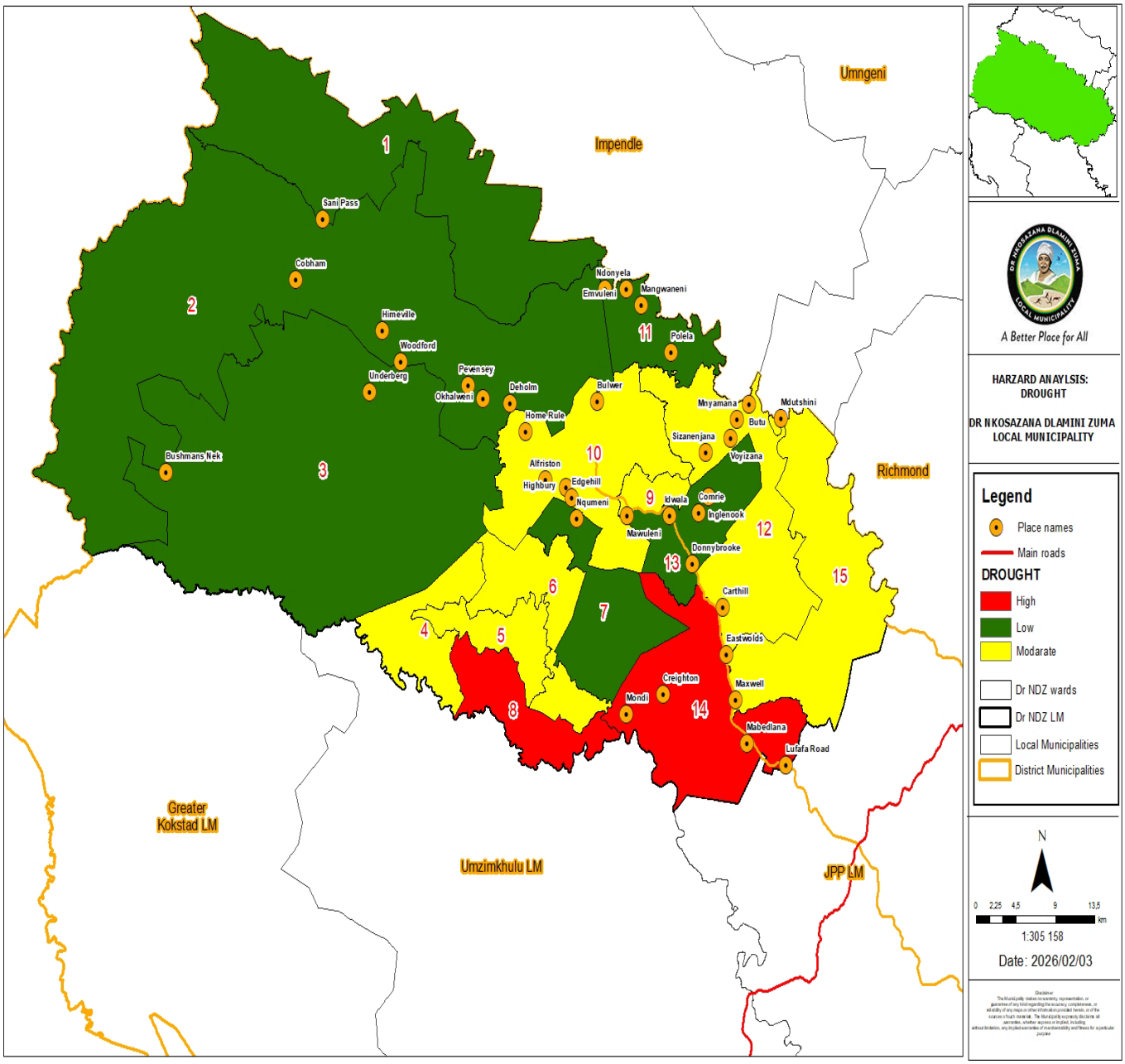
WARD NO	PRIORITY HAZARD	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS	NUMBER OF SCHOOLS
7	Storms		High	3	7
	Floods		Moderate		
	Fierce Wind		High		
	Hail Storms		High		
	Road Accidents		Low		
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		High		
	Lightning		High		
	Heavy rain		High		
	Drought		Low		
	Storms		High		
	Floods		Low		
	Fierce Wind		High		
	Hail Storm		Low		

8	Road Accidents		Low	4	8
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		Extremely High		
	Lightning		High		
	Heavy Rain		Moderate		
	Drought		High		
9	Storms		High	2	2
	Floods		Moderate		
	Fierce Wind		High		
	Hail Storm		High		
	Road Accidents		High		
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		Moderate		
	Lightning		High		
	Heavy Rain		High		
	Drought		Moderate		

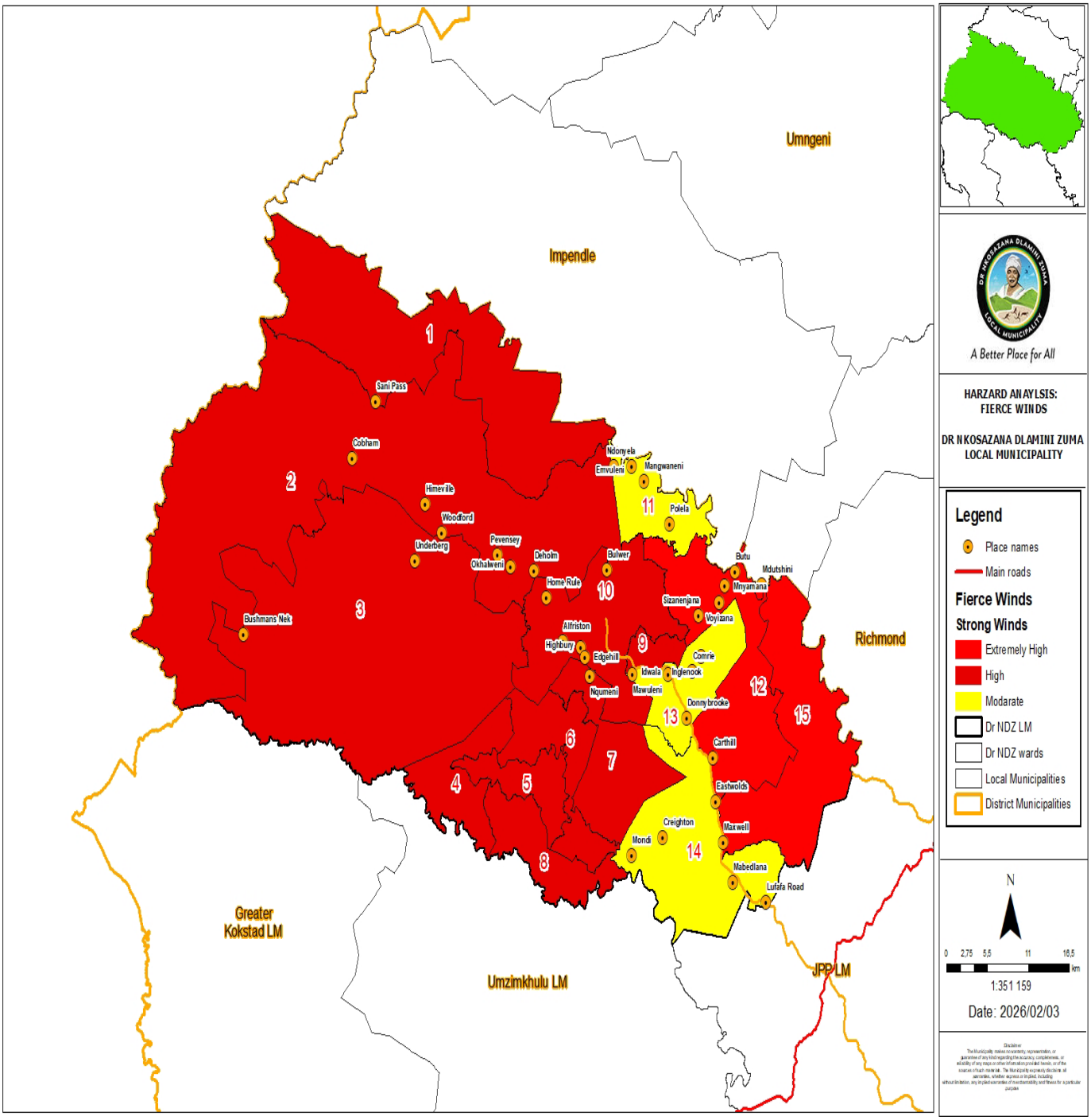
WARD NO	PRIORITY HAZARD	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS	NUMBER OF SCHOOLS
10	Storms		High	4	10
	Floods		High		
	Fierce Wind		High		
	Hail Storm		Moderate		
	Road Accidents		Extremely High		
	Structural Fires		High		
	Snow		Moderate		
	Veld Fires		High		
	Lightning		Moderate		
	Heavy Rain		High		
	Drought		Moderate		
11	Storms		Moderate	6	11
	Floods		Moderate		
	Fierce Wind		Moderate		
	Hail Storm		High		
	Road Accidents		High		
	Structural Fires		Moderate		
	Snow		High		
	Veld Fires		Moderate		
	Lightning		Moderate		
	Heavy Rain		High		
	Drought		Low		
12	Storms		High	5	10
	Floods		Moderate		
	Fierce Wind		Extremely High		
	Hail Storm		High		
	Road Accidents		Moderate		
	Structural Fires		Moderate		

	Snow		Low		
	Veld Fires		Extremely High		
	Lightning		High		
	Heavy Rain		Moderate		
	Drought		Moderate		

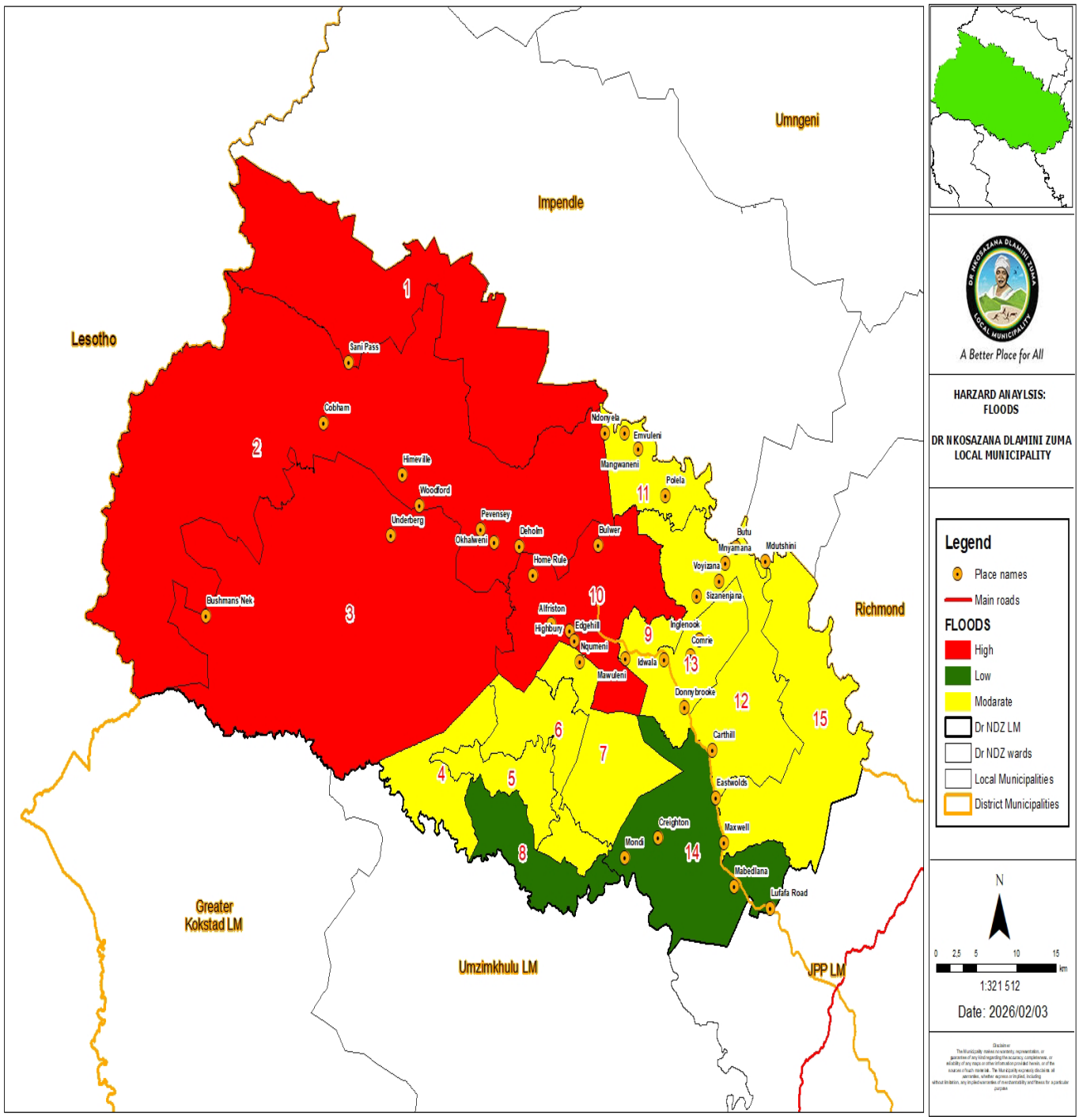
WARD NO	PRIORITY HAZARD	LEGEND INDEX	LEGEND DESRIPTION	NUMBER OF HALLS	NUMBER OF SCHOOLS
13	Storms		High	3	6
	Floods		Moderate		
	Fierce Wind		Moderate		
	Road Accidents		Moderate		
	Structural Fires		Moderate		
	Snow		Moderate		
	Veld Fires		Extremely High		
	Lightning		High		
	Heavy Rain		High		
	Drought		Low		
	Hail Storm		Moderate		
14	Storms		Moderate	4	8
	Floods		Low		
	Fierce Wind		Moderate		
	Road Accidents		Low		
	Structural Fires		Moderate		
	Snow		Moderate		
	Hail Storm		Moderate		
	Veld Fires		High		
	Lightning		Moderate		
	Heavy Rain		Moderate		
	Drought		High		
	Fuel Explosion		High		
15	Storms		High	4	10
	Floods		Moderate		
	Fierce Wind		Extremely High		
	Road Accidents		Low		
	Structural Fires		High		
	Snow		Low		
	Veld Fires		Extremely High		
	Lightning		High		
	Heavy Rain		High		
	Drought		Moderate		
	Hail Storm		Moderate		



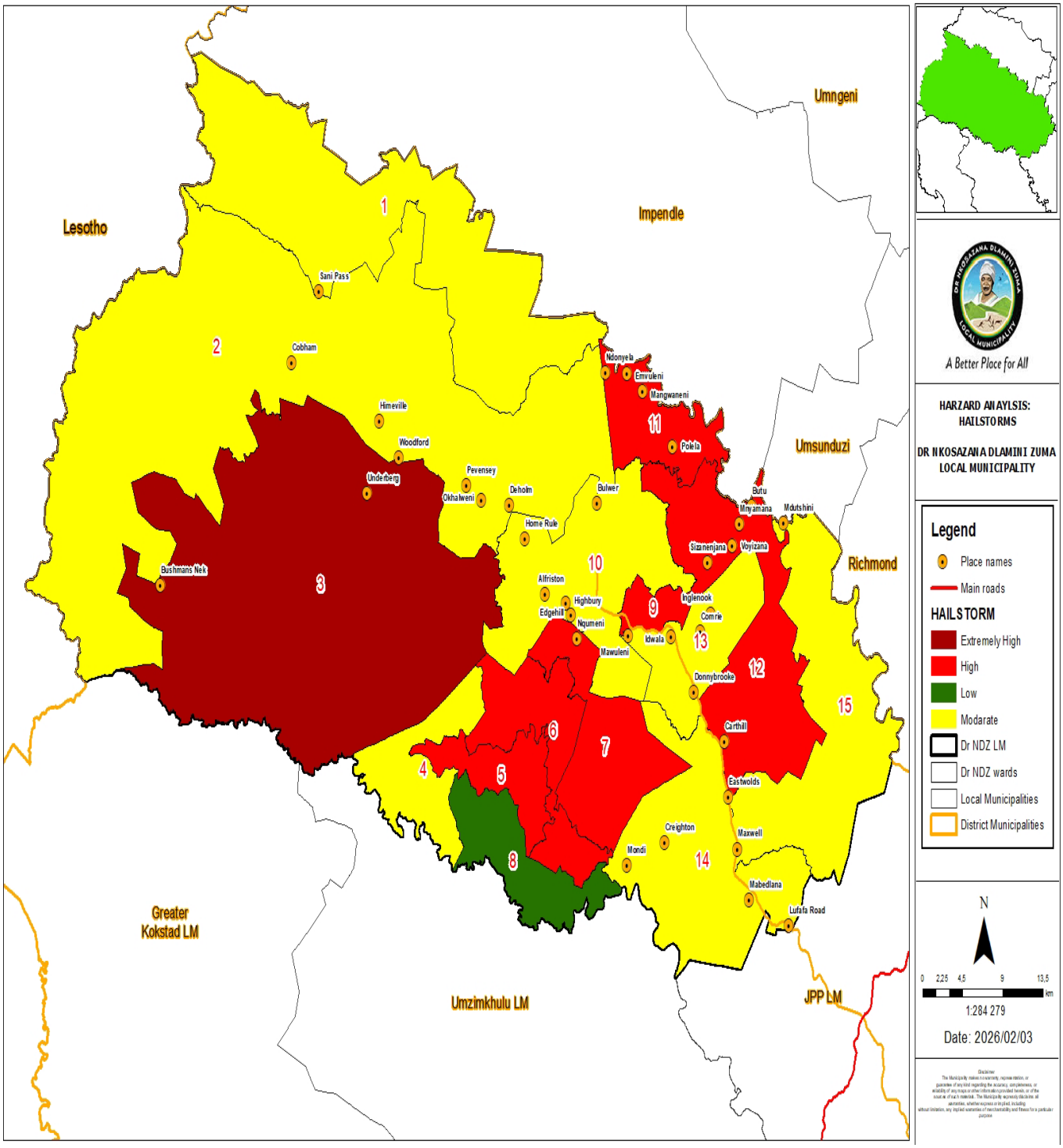
Map 33: Hazard Analysis - Drought



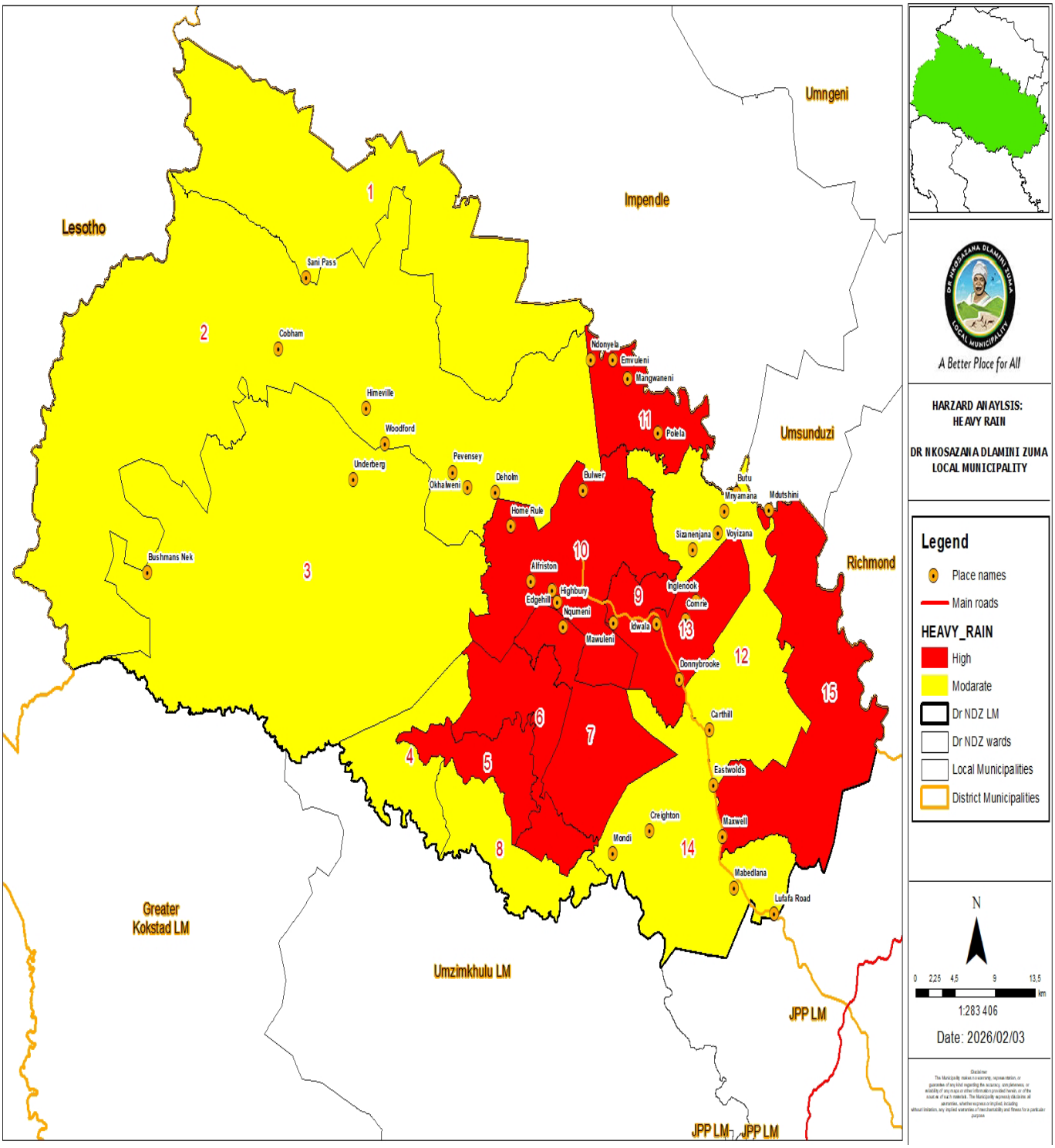
Map 34: Fierce WInds



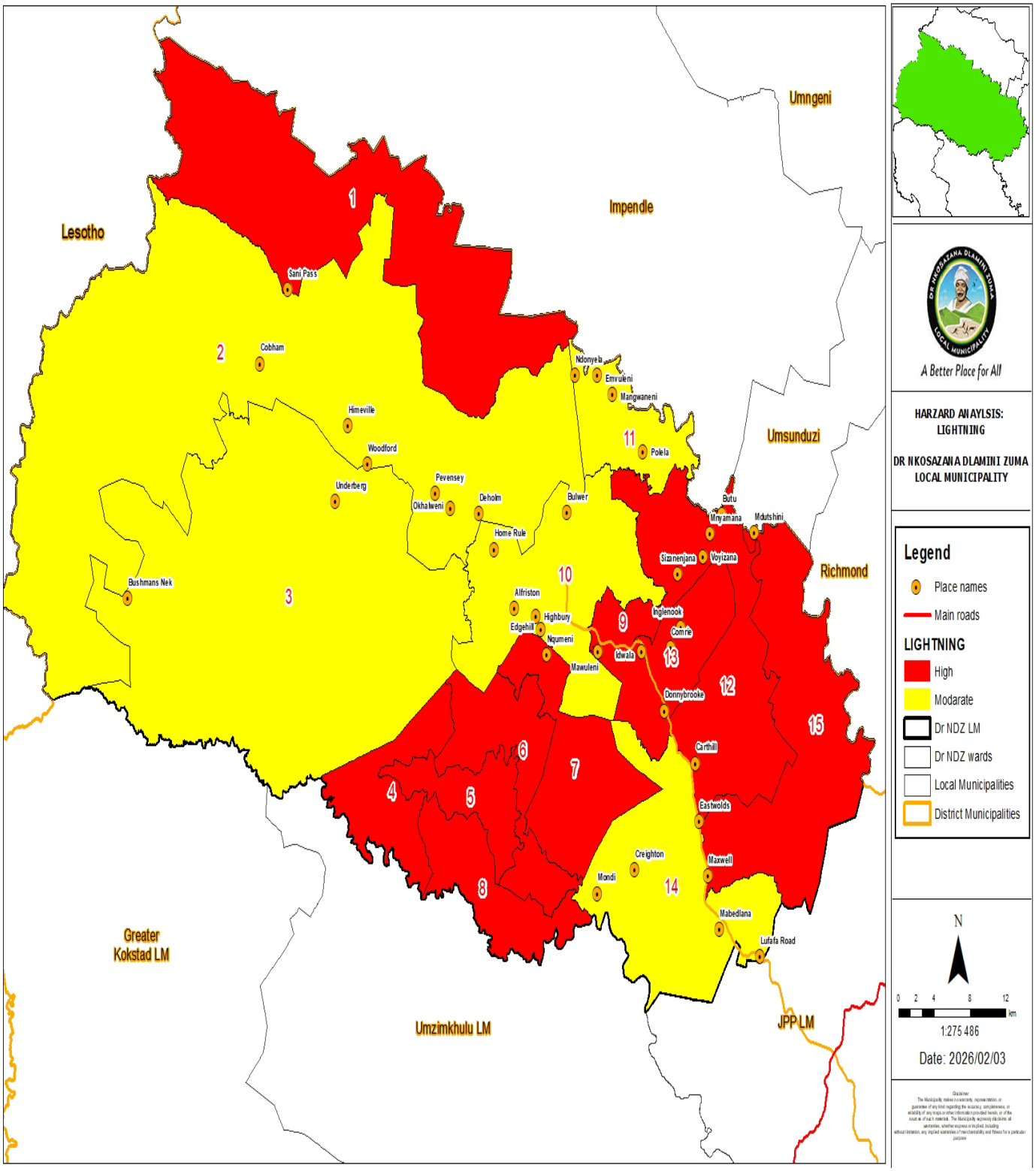
Map 35: Floods



Map 36: Hailstorms

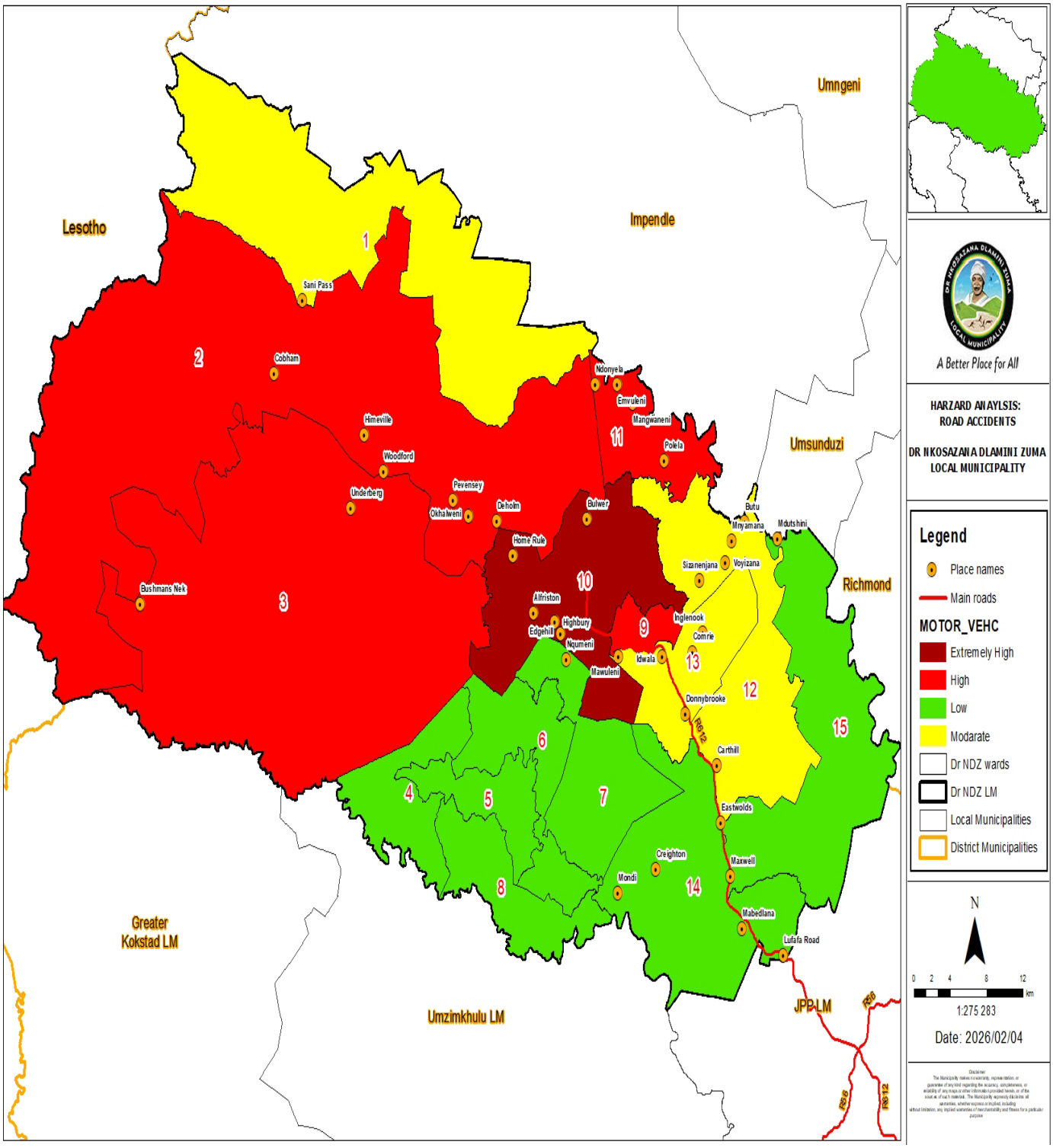


Map 37: Heavy Rain

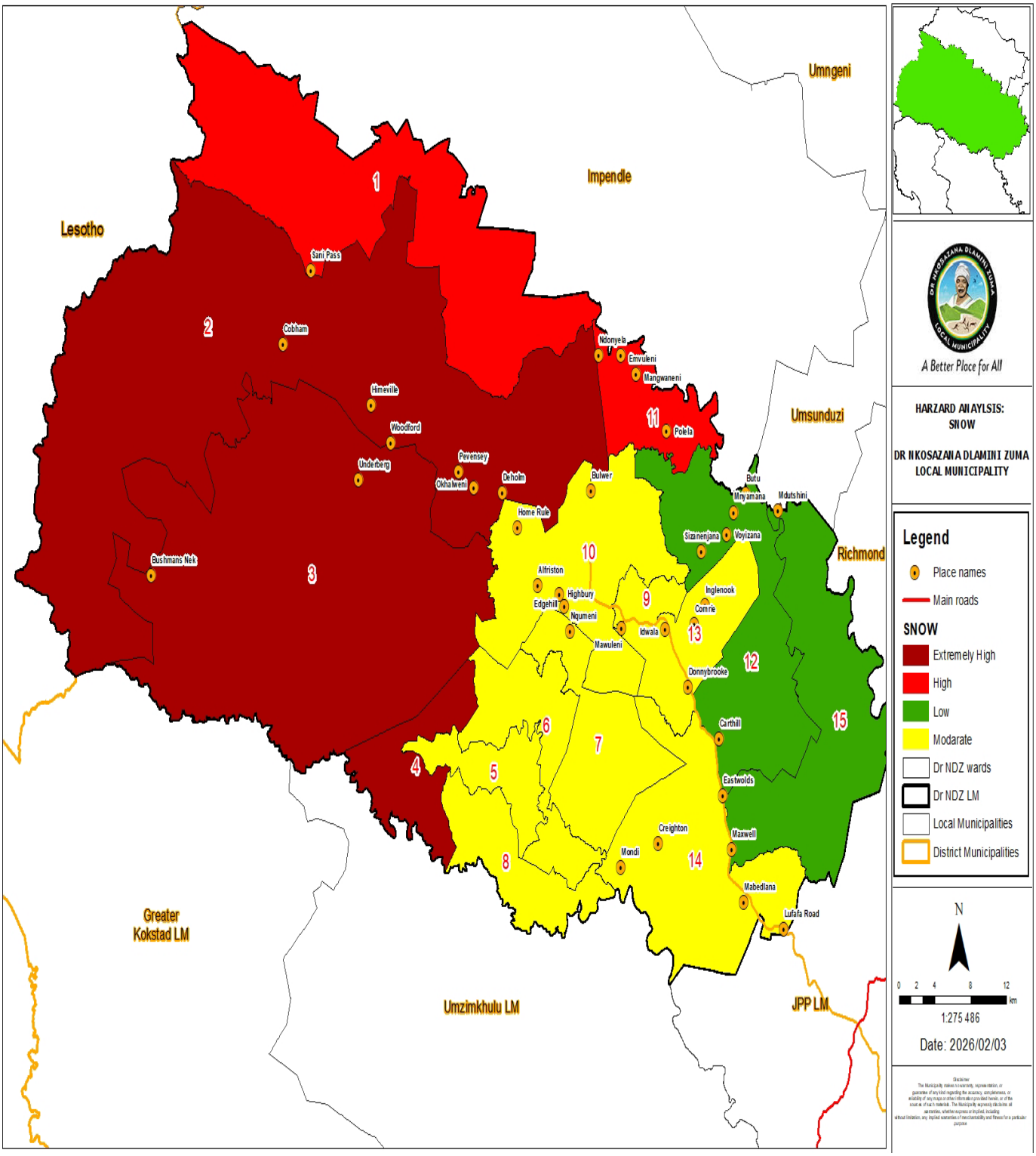


Map 38: Lightning

MAP 39 : HAZARD ANALYSIS: ROAD ACCIDENTS

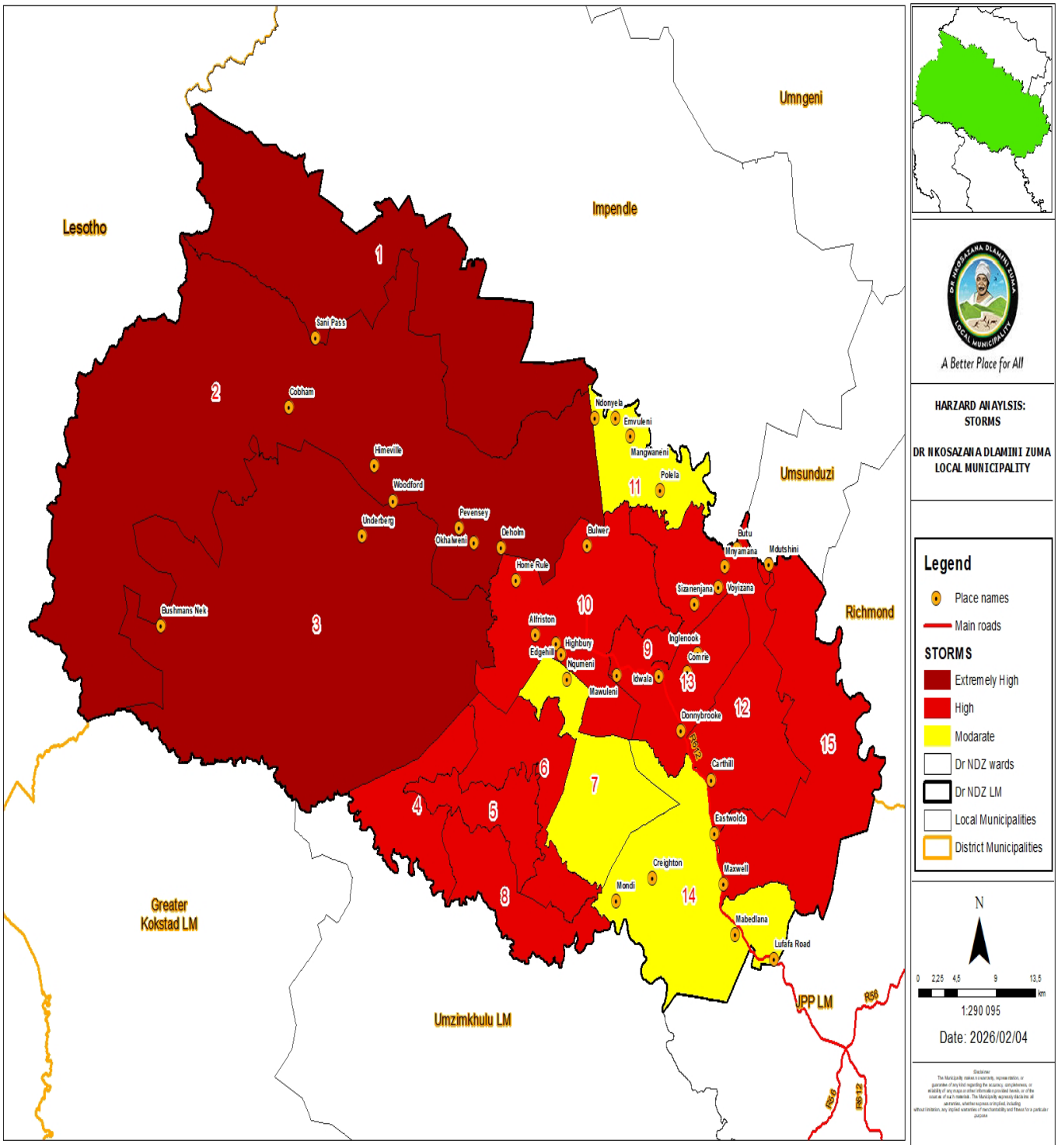


Map 39: Road Accidents

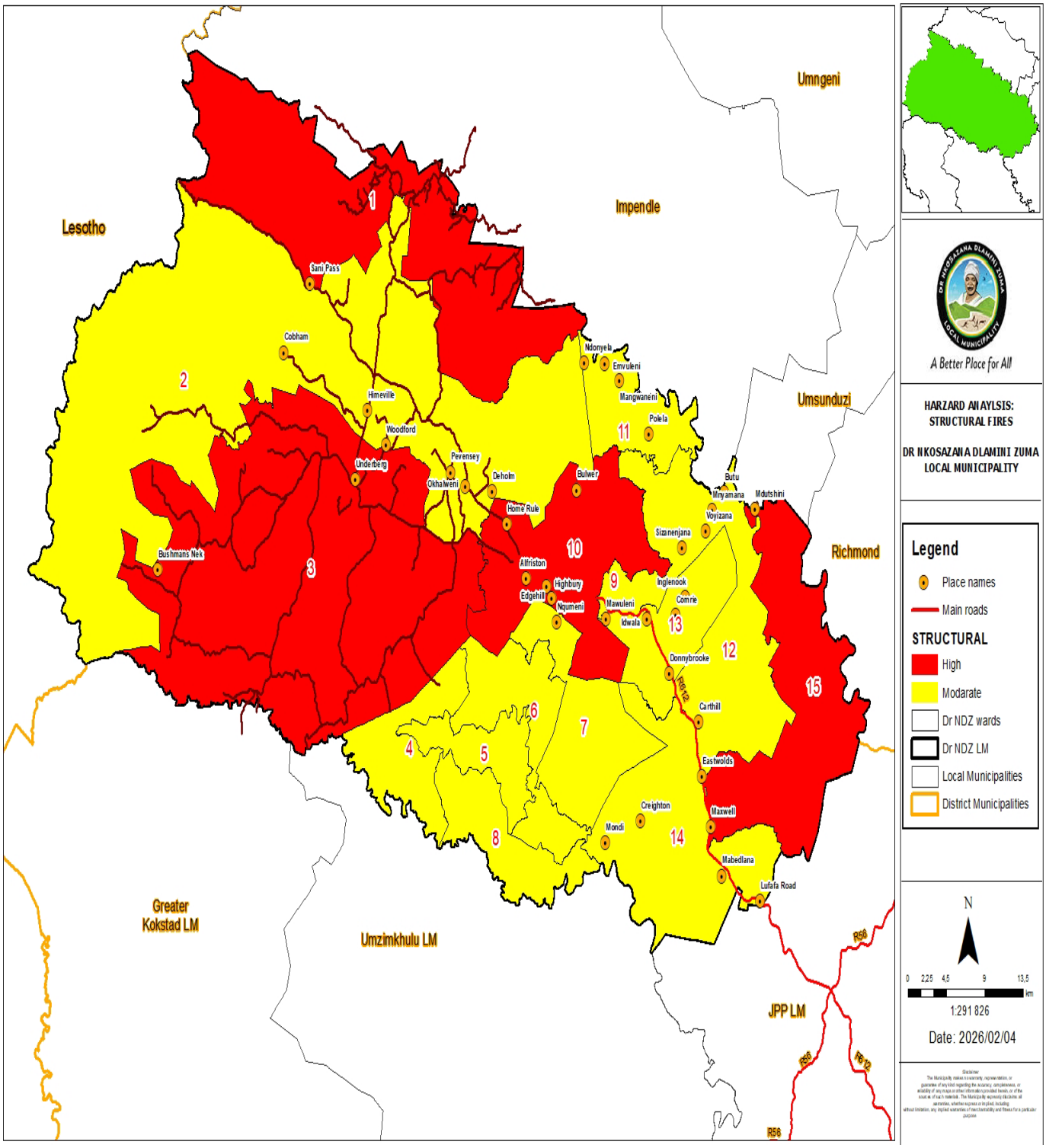

Umngeni
Impendle
Lesotho
Umsunduzi
Richmond
Greater Kokstad LM
Umzimkhulu LM
JPP LM
Sani Pass
Cobham
Himeville
Underberg
Woodford
Pevensey
Okhalweni
Deholm
Bulwer
Home Rule
Bushmans Nek
Ndonyela
Emvuleni
Mangwaneni
Polela
Butu
Mnyamana
Mdutshini
Sizanenjana
Voyizana
Alfriston
Highbury
Edgehill
Nqumeni
Mawuleni
Inglenook
Comrie
Idwala
Donnybrooke
Carthill
Eastwolds
Maxwell
Creighton
Mondi
Mabedlana
Lufafa Road
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13
14
15
HARZARD ANAYLSIS:
SNOW
DR NKOSAZANA DLAMINI ZUMA
LOCAL MUNICIPALITY
A Better Place for All
Legend
Place names
Main roads
SNOW
Extremely High
High
Low
Modarate
Dr NDZ wards
Dr NDZ LM
Local Municipalities
District Municipalities
N
0 2 4 8 12
km
1:275 486
Date: 2026/02/03

Map 40:Snow

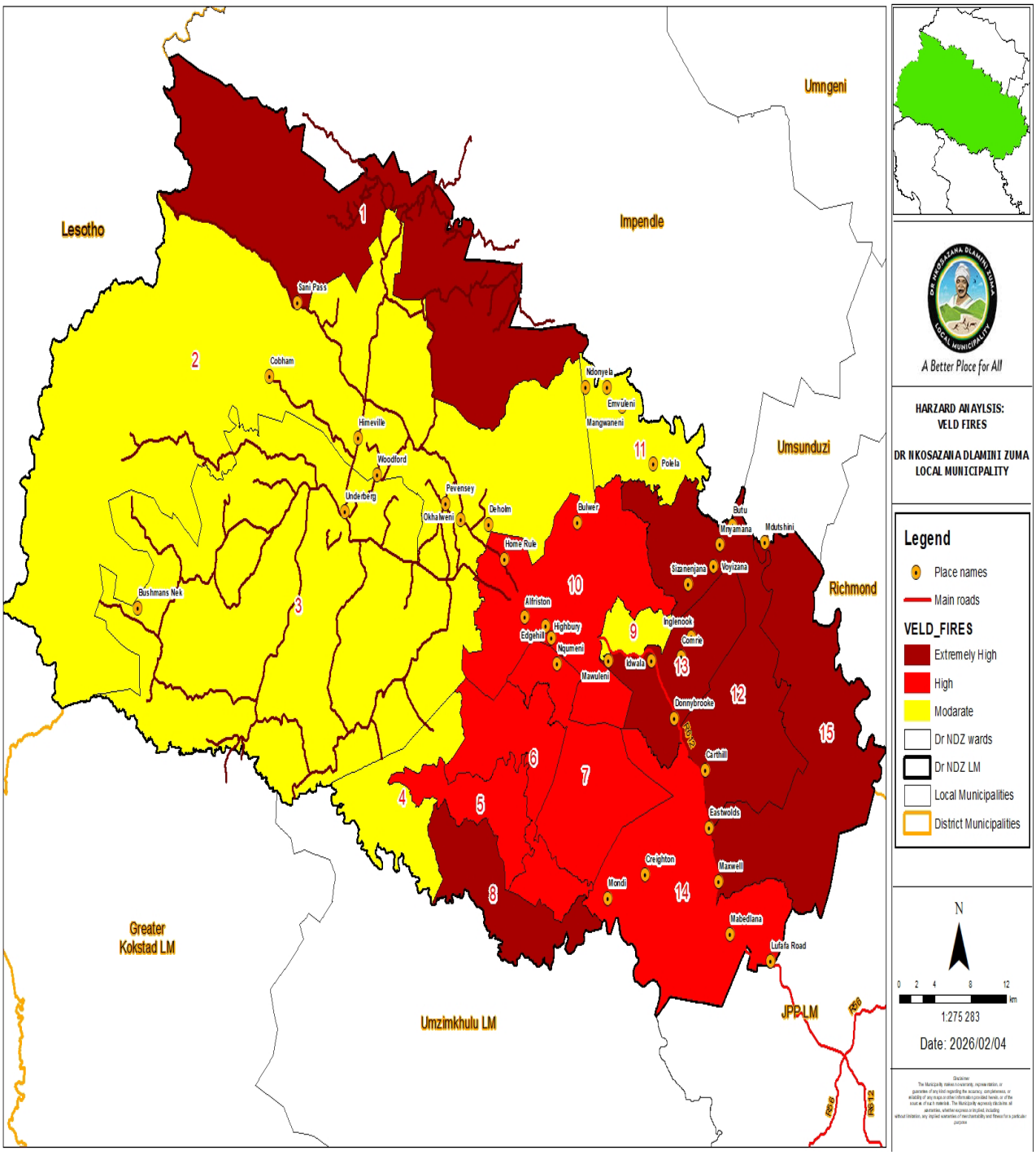
MAP : HAZARD ANALYSIS : STORMS



Map 41: Storms



Map 42: Structural Fires



Map 43: Veld fires

2.8.14. DISASTER MANAGEMENT CAPACITY PLACES OF SAFETY

During the risk assessment the municipality also identified the number of halls and schools available in each ward that can be utilized as places of safety should a need arise wherein major disaster incidents and/ or disasters warrant that; residents or victims of such disasters can be evacuated to ensure their safety. Such halls and schools can be utilized to accommodate residents for a duration that will be determined by the disaster management officials, acting in conjunction with the Joint Operations Centre and management.

Furthermore, there are a number of churches available in the area of jurisdiction of the municipality that can also be utilized as paces of safety during a state of disaster incident and/ or disaster.

2.8.15. DISASTER INCIDENT MAPPING

The municipality is mapping disaster incidents, as part of ensuring that, every incident that occur, GPS coordinates are taken to indicate a historical occurrence of such an event.

Such incident mapping is very useful in the future on the basis that, risk assessment will be informed by historical recorded and reliable data, which shall pin point exactly where the incidents occurred specifically.

Three (3) GPS gadgets were procured for the sole purpose to conduct incidents mapping, one should also acknowledge the Geographical Information Systems (GIS) unit, in the municipality for always being on board for assistance.

The Disaster Management and Fire Fighters personnel were trained on how to utilize the GPS unit and all of them are utilizing it. This makes it easier whenever an incident has occurred on the basis that such data is collected on site, immediately, and such is thereafter captured into the system in terms of filling the beneficiary list which is later submitted to the district municipality and thereafter to the provincial disaster management center (COGTA).

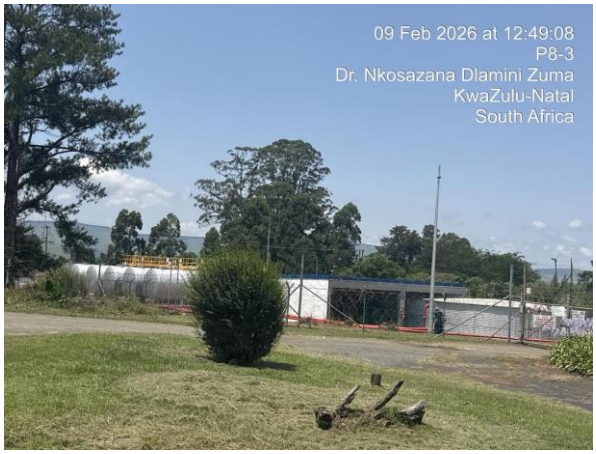
2.8.16. MAJOR HAZARD INSTALLATIONS





Creighton Engen Depot





Creighton Engen Depot

In Creighton, there is an Engen depot which is classified as a Major Hazard Installation, in line with the major hazard installations regulations. The risk assessment for the facility is currently under review, which will then inform its major hazard response plan. The fire department in collaboration with management of the facility have meetings on regular basis to discuss issues of fire prevention and safety at the facility wherein a detailed report was submitted to the facility in order to consider the recommendations outlined in such report.
The depot consists of the following tanks utilized to store fuel:
Tank Farm A
Tank 1 – 82 m cube horizontal diesel tank
Tank 2 – 82 m cube horizontal diesel tank
Tank 3 – 82 m cube horizontal paraffin tank
Tank 5 – 203 m cube vertical diesel tank
Tank 6 – 82 m cube vertical diesel tank
Tank Farm B
Tank 1116 – 82 m cube horizontal 95 ULP tank
Tank 899 – 82 m cube horizontal 95 ULP tank
Tank 869 – 82 m cube horizontal diesel tank
Tank 868 – 82 m cube horizontal diesel tank
Tank 867 – 82 m cube horizontal diesel tanks

Table 45: Catagorization of Materials on Site as Per Sans 10228:2003 Classes of Dangerous Substances

CLASS	DESCRIPTION
1	Explosives (Not included in MHI Regulations)
2	Gases (Flammable or Toxic Gases only)
3	Flammable Liquids
4	Flammable solids
5	Oxidizing substances and Peroxides
6	Toxic and Infectious substances
7	Radioactive material (Not included in MHI Regulations)
8	Corrosives
9	Combustible Materials

As part of compliance with the major hazard installation regulations, Creighton Engen Depot must submit the reviewed emergency response plan to the municipality which must contain a risk assessment outlining the risks involved on the site. Furthermore, risk prevention and mitigation strategies must be outlined and the procedure to be followed during an emergency.

The on-site emergency plan is dated 2023, hence the depot will have to review such onsite emergency plan to ensure relevance to applicable risks and/ or hazards.

2.8.17. KEY PERFORMANCE INDICATORS

Disaster Risk Profile in place
Disaster Risk profile spatial Mapping
Disaster Management Places of Safety Identified
Disaster Incident Mapping

2.8.18. CLIMATE CHANGE RISKS AND ADAPTATION PROGRAMMES

Dr. NDZ Municipality is striving the respond to issues of climate change through the following projects and programs:

- Community Awareness Campaigns
- Alienation of invasive plants
- Introduction of solar panels as an alternative source of energy
- Replacing and/ or installation of street lights driven by solar energy

According to the Intergovernmental Panel on Climate Change (IPCC), climate change refers to any change in climate over time, whether due to natural variability or as a result of human activity. The United Nations Framework Convention on Climate Change (UNFCCC), further defined climate change as a change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable time periods.

The main human influence on global climate is emissions of the key greenhouse gases (GHG) - carbon dioxide (CO2), methane and nitrous oxide. Human activities, such as burning of fossil fuel and deforestation, produce greenhouse gases that trap heat in the earth's atmosphere. Most people worldwide are now convinced that the climate is changing, mainly as a result of human activities. There is an urgent need to address these changes by taking actions to:

- slow down the build-up of heat trapping greenhouse gases and remove them from the atmosphere (mitigation); and
- strengthen the natural and physical environments to ensure they can stand up to the effects of climate change (adaptation).

The South African Government has developed a white paper on National Climate Change Response, which is aimed at managing and mitigating the effects of climate change.

The white paper makes a fair contribution to the global effort to stabilise greenhouse gas (GHG) concentrations in the atmosphere at a level that avoids dangerous anthropogenic interference with the climate system within a timeframe that enables economic, social and environmental development to proceed in a sustainable manner.

In terms of strategic priorities, the White Paper sets out South Africa's climate change response strategy to achieve the National Climate Change Response Objective in a manner consistent with the outlined principles and approach and which is structured around the following strategic priorities:

- Risk reduction and management;
- Mitigation actions with significant outcomes;
- Sectoral responses;
- Policy and regulatory alignment;
- Informed decision making and planning;
- Integrated planning;

- Technology research, development and innovation;
- Facilitated behavioural change; behavioural change through choice; and resource mobilisation.

In terms of adaptation, the National Climate Change Response includes a risk-based process to identify and prioritise short- and medium-term adaptation interventions to be addressed in sector plans. The process will also identify the adaptation responses that require coordination between sectors and departments and it will be reviewed every five years. For the immediate future, sectors that need particular attention are water, agriculture and forestry, health, biodiversity and human settlements. Resilience to climate variability and climate change-related extreme weather events will be the basis for South Africa's future approach to disaster management and we will use region- wide approaches where appropriate.

The key elements in the overall approach to mitigation are as follows:

- Using a National GHG Emissions Trajectory Range, against which the collective outcome of all mitigation actions will be measured;
- Defining desired emission reduction outcomes for each significant sector and sub-sector of the economy based on an in-depth assessment of the mitigation potential, best available mitigation options, science, evidence and a full assessment of the costs and benefits;
- Adopting a carbon budget approach to provide for flexibility and least-cost mechanisms for companies in relevant sectors and/or sub-sectors and, where appropriate, translating carbon budgets into company level desired emission reduction outcomes.
- Requiring companies and economic sectors or sub-sectors for which desired emission reduction outcomes have been established to prepare and submit mitigation plans that set out how they intend to achieve the desired emission reduction outcomes.
- Developing and implementing a wide range and mix of different types of mitigation approaches, policies, measures and actions that optimise the mitigation outcomes as well as job creation and other sustainable developmental benefits. This optimal mix of mitigation actions will be developed to achieve the defined desired emission reduction outcomes for each sector and sub-sector of the economy by ensuring that actions are specifically tailored to the potential, best available solutions and other relevant conditions related to the specific sector, sub-sector or organisation concerned;
- The deployment of a range of economic instruments to support the system of desired emissions reduction outcomes, including the appropriate pricing of carbon and economic incentives, as well as the possible use of emissions offset or emission reduction trading mechanisms for those relevant sectors, sub-sectors, companies or entities where a carbon budget approach has been selected.
- A national system of data collection to provide detailed, complete, accurate and up-to-date emissions data in the form of a Greenhouse Gas Inventory and a Monitoring and Evaluation System to support the analysis of the impact of mitigation measures.

The objective achievement of the South African Climate Change Response is guided by principles set out in the following legislative documents:

- South African Constitution
- National Environmental Management Act (NEMA)
- Millennium Development Goals (MDGs)
- United Nations Framework Convention on Climate Change (UNFCCC)

The principles are as follows:

- **Common but differentiated responsibilities and respective capabilities** – aligning our domestic measures to reduce the country's GHG emissions and adapt to the adverse effects

of climate change with our unique national circumstances, stage of development and capacity to act.

- **Equity** – ensuring a fair allocation of effort, cost and benefits in the context of the need to address disproportionate vulnerabilities, responsibilities, capabilities, disparities and inequalities.
- **Special needs and circumstances –** considering the special needs and circumstances of localities and people that are particularly vulnerable to the adverse effects of climate change, including vulnerable groups such as women, and especially poor and/or rural women; children, especially infants and child- headed families; the aged; the sick; and the physically challenged.
- **Uplifting the poor and vulnerable –** climate change policies and measures should address the needs of the poor and vulnerable and ensure human dignity, whilst endeavouring to attain environmental, social and economic sustainability**.**
- **Intra- and Inter-generational sustainability** – managing our ecological, social and economic resources and capital responsibly for current and future generations.
- **The Precautionary Principle** – applying a risk-averse and cautious approach, which takes into account the limits of current knowledge about the consequences of decisions and actions.
- **The Polluter Pays Principle** – those responsible for harming the environment paying the costs of remedying pollution and environmental degradation and supporting any consequent adaptive response that may be required.
- **Informed participation** – enhancing public awareness and understanding of climate change causes and impacts to promote participation and action at all levels.
- **Economic, social and ecological pillars of sustainable development** – recognising that a robust and sustainable economy and a healthy society depends on the services that well-functioning ecosystems provide, and that enhancing the sustainability of the economic, social and ecological services is an integral component of an effective and efficient climate change response.

The planning horizons for climate change response uses the following time categories:

- **Short-term** – five years from date of publication of the policy.
- **Medium-term** – twenty years from date of publication of the policy.
- **Long-term** – a planning horizon that extends to 2050.

The climate change response strategic priorities are as follows:

- ***Risk reduction and management*** – prioritise near- term adaptation interventions that address immediate and observed threats to the economy, ecosystem services and the health and well-being of South Africans while researching and developing short-, medium- and longer-term climate resilience, risk and vulnerability management policies and measures.
- ***Mitigation actions with significant outcomes*** – prioritise cost effective and beneficial mitigation policies, measures and interventions that significantly contribute to the country's deviation from the GHG emission "business as usual trajectory" as measured against a benchmark "peak, plateau and decline" GHG emission trajectory where GHG emissions peak between 2020 and 2025, plateau for approximately a decade and begin declining in absolute terms thereafter.
- ***Sectoral responses*** – prioritise, in accordance with the provisions of this policy, the requirement for all key actors, organisations or participants in relevant sectors or sub-sectors to prepare, submit, implement, monitor and report the implementation of detailed climate change response strategies and action plans that clearly articulate their roles,

responsibilities, policies, measures, and interventions or actions to contribute to the achievement of the National Climate Change Response Objective in a measurable way.

- ***Policy and regulatory alignment*** – firstly, prioritise interventions already envisaged by national policies, legislation or strategies that have climate change co-benefits, particularly those that also contribute towards the national priorities of job creation, poverty alleviation or have other positive socio- economic benefits. Secondly, review existing national policies, legislation or strategies, with a view to optimising and maximising the climate change co-benefits of their interventions. Thirdly, integrate into the relevant existing or new policies, legislation or strategies those climate change response interventions that stimulate new economic activities as well as those that improve the efficiency and competitive advantage of existing activities.
- ***Integrated planning*** – prioritise the mainstreaming of climate change considerations and responses into all relevant sector, national, provincial and local planning regimes such as, but not limited to, the Industrial Policy Action Plan, Integrated Resource Plan for Electricity Generation, Provincial Growth and Development Plans, and Integrated Development Plans.
- ***Informed decision-making and planning*** – prioritise research, systemic observation, knowledge generation, information management and early warning systems that increase our ability to measure and predict climate change and the implications of its adverse effects on the economy, society and the environment.
- ***Technology research, development and innovation*** – prioritise cooperation and the promotion of research, investment in and/or acquisition of adaptation, lower-carbon and energy-efficient technologies, practices and processes for employment by existing or new sectors or sub-sectors.
- ***Facilitated behaviour change*** – prioritise the use of incentives and disincentives, including regulatory, economic and fiscal measures, to promote behaviour change towards a lower-carbon society and economy.
- ***Behaviour change through choice*** – prioritise education, training and public awareness programmes to build the general public's awareness of climate change so as to empower all South Africans to make informed choices that contribute to an economy and society that is resilient to climate change.
- ***Resource mobilisation*** – prioritise the development of comprehensive resource and investment mobilisation strategies, capacities, mechanisms or instruments that support and enable implementation of climate change responses at the scale required, including, but not limited to, public and private financial resources, incentives, non-market and market-based instruments, technical cooperation and partnership agreements, and technology transfers at domestic, sub-regional, regional, and international levels.

Dr. NDZ municipality shall conform with all legislative prescripts of government that seek to contribute in prevention, mitigation of climate change effects.

There are natural causes that, contribute to climate fluctuation, but industrial practices are behind the recent rapid acceleration in global warming. The demand of ever-growing population has led to deforestation, burning of fossil fuels and intensive farming or agricultural activities.

The above activities all produce greenhouse gases into the atmosphere.

In line with the South African Climate Change Response Plan Implementation, *by Judy Beaumont*, outlines the greenhouse gases (GHG) profile as follows:

In accordance with the *oxford dictionary,* the term "**CLIMATE CHANGE**" means changes in the weather, including changes in temperature, wind patterns, rainfall, especially the increase in

temperature of the earth's atmosphere that is caused by the increase of gases especially carbon dioxide (CO2).

According to Mr. Paul Polman – CEO Uniliver, climate change can be regarded as the change in average global temperature which increases due to increased "greenhouse gases" emissions in the earth's atmosphere.

There are natural causes that, contribute to climate fluctuation, but industrial practices are behind the recent rapid acceleration in global warming. The demand of ever-growing population has led to deforestation, burning of fossil fuels and intensive farming or agricultural activities.

The above activities all produce greenhouse gases into the atmosphere.

In line with the South African Climate Change Response Plan Implementation, *by Judy Beaumont*, outlines the greenhouse gases (GHG) profile as follows:

Table 46: Greenhouse Gases Profile

GREENHOUSE GASES (GHG)	PERCENTAGE
Industrial Processes and Products	7%
Agricultural Activities	8%
Waste	2%
Energy	83%
TOTAL	**100%**

The greenhouse gases such as carbon dioxide, nitrous oxide, and methane trap heat from the sun instead of radiating it back to space. This then causes the earth's atmosphere to heat up in what is known as the greenhouse effect.

Climate change can ruin food chains and ecosystems and thus putting all species at risk of extinction. When global warming occurs, sea levels rise as glaciers melt, this causes certain regions to more at risk of heat waves, drought as it is witnessed in South Africa, flooding and other natural disasters.

Once again it is of paramount importance to fully understand the distinction between climate change and global warming although the terms are very much related. Whilst the term global warming is used to describe the current increase in the earth's average temperature, climate change refers to global changes in temperature but also to changes in weather patterns. Global warming is a worldwide phenomenon whilst climate change can be seen at global, regional and/ or even more at local scales.

2.8.19. CLIMATE CHANGE EFFECTS

Climate change effects are as follows:

- Increased flooding
- Extended droughts
- Frequent heat and cold waves
- Strong storms, cyclones and hurricanes
- Loss of biodiversity
- Ocean acidification
- Rise in global sea levels
- Widespread melting of snow and ice around the world
- Negative Health Impacts

In the past year or so, the Dr. Nkosazana Dlamini Zuma Municipality experienced drought in some parts of its area, which is a very slow onset kind of a catastrophe. As this is believed to be associated with climate change and global warming which to a certain extent result in adverse weather conditions. A shift has been noticed on patterns of rainfall being delayed in some areas whilst in other areas such rain is seen to be taking place more often.

From December 2016, the municipal area has received some rain, but that does not imply that the municipal area is already out of the red in terms of drought, since it is not known during the winter season whether the rains currently received now will be able to sustain the communities in the area.

The effects of climate change are also witnessed through the following:

- Grazing land becoming eroded
- Livestock dying
- Crops damaged
- Water vanishing from dams because of no rainfall, although has improved a little bit
- Adverse weather conditions realized resulting in catastrophic conditions.

2.8.20. SYNOPSIS OF THE AGRICULTURAL SECTOR IN DR NDZ LM

Dr. Nkosazana Dlamini Zuma Municipality is more agricultural as compared to industrial activities and hence its contribution to GHG could be through agriculture, waste and emissions from the transport industry.

Agricultural landscape in the municipal area is spread according to the following categories:

- Subsistence agriculture
- Emerging agriculture
- Commercial agriculture

Subsistence and emerging farming are mostly done by black farmers whilst on the other hand white farmers specialize on commercial farming. Subsistence farmers are numerically the highest in the municipal area but have the lowest agricultural output.

Commercial farmers are mostly found in Underberg and surroundings, wherein milk farming is dominant. Timber farming is one of the most dominant in the area, with timber farming extending from the Creighton area all the way to Underberg.

The following crops are also produced:

- Maize
- Pastures
- Potatoes
- Tomatoes
- Cabbages

Mostly the above activities, fertilizers are utilized to enhance the growth and stability of crops whilst on the other side insecticides are also utilized to prevent insects from destroying crops.

Most of the farmers employ local people to work in the farms, which therefore contribute to reducing the rate of unemployment in the area.

2.8.21. RESPONSE ON ISSUES OF CLIMATE CHANGE

WHAT IS ECOSYSTEM BASED DISASTER RISK REDUCTION?

The United Nations Environmental Program and Centre for Natural Resources and Development defines, ecosystem-based disaster risk reduction (Eco-DRR) as the sustainable management, conservation and restoration of ecosystems to reduce disaster risk, with the aim to achieve sustainable and resilient development (Estrella and Saalismaa,2013). Well-managed ecosystems, such as wetlands, forests and coastal systems, act as natural infrastructure, reducing physical exposure to many hazards and increasing socio-economic resilience of people and communities by sustaining local livelihoods and providing essential natural resources such as food, water and building materials.

Environment and disasters interact with each other in several ways. Disasters cause massive damage to the environment, while degraded environments exacerbate disaster impacts. Responding to disasters often leads to additional environmental impacts, while investments in sound environmental management, especially in disaster prevention and post-disaster recovery stages, can reduce disaster risks and thus contribute to a more resilient and sustainable development. Climate change will likely exacerbate disaster impacts, while environmental management solutions are increasingly being applied for adaptation to climate change.

The close inter-linkages between sound environ-mental management, climate change impacts and disaster responses require a more systematic and comprehensive approach to disaster risk management, which in the past has mainly been reactive rather than preventive, engineering focused rather than based on planning and use of natural landscape features to prevent disaster risks.

2.8.22. ENVIRONMENTAL MEASURES FOR ECOSYSTEM BASED DIASTSER RISK REDUCTION

Dr. Nkosazana Dlamini Zuma municipality is conversant with issues of environmental management, and hence does all in its power to protect the environment and thus reducing the vulnerability of such environment from the impacts of disasters. The following projects are implemented as part of ecosystem-based disaster risk reduction:

2.8.23. FORESTS PLANTATIONS

As indicated above, in the municipal area, forest plantations are one of the economic development initiatives in the area. There are huge forest plantations that belong to SAPPI and Mondi that employs several people in the area. While such forests plantations play a crucial role in reducing the vulnerability of the environment, they also act as an anchor of the soil.

Such plantations are also amongst rural residential places. Their presence is very important to act as wind breakers during winter seasons when there is a lot of wind and thus reducing the disaster risk of wind to blow roofs of properties.

2.8.24. WASTE MANAGEMENT

The municipality is currently in the process of developing an integrated waste management plan. Within the area of jurisdiction waste burning is discouraged by all possible means and hence collected waste is disposed of in Creighton and Bulwer licensed dump sites where it is covered.

In Underberg and Himeville, waste collected is temporarily stored at the waste transfer station situated in Himeville wherein on regular basis such waste is removed from the transfer station to be disposed of in Pietermaritzburg.

State of the art equipment was procured to ensure effective waste collection, transportation and disposal thereof. The collection of waste prevents it from contaminating the environment, water sources, and wetlands.

The towns are equipped with diverse types of waste collection equipment for purposes of keeping waste for a temporal period whilst waiting to be collected. The effective waste management collection system is very crucial to reduce the blockages of storm water drains and thus mitigating the impact of flooding. Unblocked storm water drains allow the free flow of access water.

2.8.25. REHABILITATION OF THE ENVIRONMENT

One of the most important aspects of ensuring environmental sustainability is that of having a strategy to promote rehabilitation of the environment whenever engineering projects have disturbed virgin land. Usually this will be the form of a part of the conditions to protect the environment whenever an Environmental Impact Assessment is conducted.

2.8.26. TOURISM DIASTSRE RISK REDUCTION INITIATIVE

The National Climate Change Response Green Paper (2010) identified tourism as one of many sectors and areas vulnerable to climate change. The impact of climate change on infrastructure and the natural environment has the potential to affect the tourism industry. In some cases, this could result in social and economic impacts in areas that highly depend on tourism as a source of income and employment.

Tourism and travel are a vital contributor to the global economy and especially important for many developing countries. Tourism is an effective way of achieving cultural preservation and nature conservation.

Climate change presents a serious threat to society, the economy and the environment has been an issue of international concern for decades. As climate defines the length and quality of tourism seasons, affects tourism operations, and influences environmental conditions that both attract and deter visitors, the sector is highly climate sensitive. The effects of a changing climate will have considerable impacts on tourism and travel businesses. In some parts of the world, these impacts are increasingly becoming evident.

Tourism and travel are also a vector of climate change, accounting for approximately five per cent of global carbon dioxide emissions. By 2035, under a “business as usual” scenario, carbon dioxide emissions from global tourism are projected to increase by 130 per cent (World Meteorology Organisation (WMO), United Nations Environmental Programme (UNEP) and UNWTO, 2008). Most of the increase is attributed to air travel but the sector has pledged to substantially reduce its emissions.

Addressing GHG emissions from the transportation sector is a critical aspect of national and international mitigation policy negotiations. Consequently, it is anticipated that climate change

mitigation policy will have both short and long term implications for the costs of transportation that are fundamental to tourism (automobile, air travel, and cruise ships in particular). International aviation is critical to tourism with 52 per cent of travellers reaching their destination by air. As indicated, it is also the dominant contributor to GHG emissions from travel and tourism (40 per cent of the total industry's carbon dioxide emissions).

According to the National Tourism and Climate Change Response Action Plan, global perspective, the United Nations World Tourism Organisation identifies four major categories of climate change impacts that will affect tourism destinations, their competitiveness and sustainability.

- ☞ Direct climate impacts which are very likely to drive changes in suitability of destinations for activities, seasonality and operating costs.
- ☞ Indirect environmental climate change impacts which includes changes in water availability, biodiversity loss, reduced landscape appeal, increased vector borne diseases and a range of other indirect impacts. The loss of biodiversity in natural attractions like the Kruger National Park may reduce its attractiveness to nature loving tourists. The spread of diseases such as malaria as a result of climate change may make some areas less attractive to tourists.
- ☞ Impacts of mitigation policies, both at national and international level, which seek to reduce greenhouse gas (GHG) emissions, and are likely to impact tourism flows through increases in transport and other costs. They may also foster environmental attitudes that lead tourists to change their travel patterns.
- ☞ Indirect social impacts. Climate change poses a potential risk to economic growth on a global scale, reducing discretionary wealth, a key driver of tourism growth.

These impacts will not be felt uniformly by, or even within, destination countries. There also remains significant uncertainty over timing and extent of impacts as consumer, government and industry responses as well as scientific knowledge are constantly developing, and this is likely to continue to do so over the short, medium and long term.

This means that destination countries must identify the key climate change issues most relevant to them. Tourism needs to focus on:

- ☞ Potential changes in consumer preference away from long haul travel;
- ☞ Emerging policy and regulatory settings in South Africa's key markets that may affect demand for travel to South Africa;
- ☞ Emerging policy settings in South Africa that may alter the current trading environment;
- ☞ Emerging international agreements that may apply to international aviation and maritime emissions (collectively referred to as international bunker fuels) and climate change mitigation; and
- ☞ The need to better understand potential physical climate change impacts on tourism and identify adaptation measures.

Climate change issues have raised the awareness of environmental sustainability for travel consumers in many markets. South African tourism must appropriately position itself for a world where environmental concerns are becoming more prominent. Climate change generates new challenges which include concerns about emissions generated getting here and home again.

Action by governments in our key markets also matters. Governments are looking at ways to reduce GHG emissions including emissions from travel. The resulting policies are likely to increase the price of travel and may also foster environmental attitudes that lead tourists to change their travel patterns.

Consistent messaging to consumers and policy makers based on solid facts and grounded in an understanding of consumer priorities from all players active in our offshore markets is an important element to reduce these risks.

This Response Programme aims to assist the tourism industry to build its resilience and capacity to adapt to climate change impacts and reduce its greenhouse gas emissions. The best approach that government and industry can take to address the challenge of climate change is to provide clear and consistent advice and information for action by tourism businesses.

As part of tourism promotion in the area a coal locomotive is utilized to ride tourists from one area to the other and hence burning of coal contribute highly to the green gases that affect the environment. When the train is operation on regular basis, black smoke can be seen winding up with the rail to wherever the train is going at the time, hence such smoke has a negative effect to the atmosphere by contributing to the green hose gases.

Whilst this initiative contributes positively to local economic development, it is once again imperative to reduce the emissions to acceptable levels as part of disaster risk reduction.

2.8.27. TOURISM RESPONSE PROGRAM ON CLIMATE CHANGE

- ☞ Improved understanding of the vulnerabilities of tourism to the physical impacts of climate change in order to build resilience and adaptive capacity of the industry;
- ☞ Reduced Tourism related greenhouse gas emissions;
- ☞ A fully informed tourism industry through consistent and effective industry outreach and communications;
- ☞ A nationally consistent, inclusive and cooperative approach to implementation;
- ☞ Maintain effective climate change messaging and positioning in our key markets.

DR. Nkosazana Dlamini Zuma Municipality commits itself in subscribing to all legislative mandates and plans that seek to promote positive climate change outcomes. Underberg is one of the most popular destinations within the area of jurisdiction of the municipality that is recognised for its tourism activities. Furthermore, there are a lot of farms in the area and as such due to such activities, there is a lot of transport that comes into the area for different reasons. The transport sector therefore needs to be monitored to determine the level of emissions emitted by such vehicles.

Furthermore, part of tourism promotion in the area a coal locomotive is utilized to ride tourists from one area to the other and hence burning of coal contributes highly to the green gases that affect the environment. When the train is operation on regular basis, black smoke can be seen winding up with the rail to wherever the train is going at the time, hence such smoke has a negative effect on the atmosphere by contributing to the green hose gases.

Whilst this initiative contributes positively to local economic development, it is once again imperative to reduce the emissions to acceptable levels as part of disaster risk reduction.

2.8.28. PROTECTION OF WETLANDS

As part of promoting biodiversity, the wetlands are very paramount since there are a variety of plant and animal species that habit is such places. In Himeville within the Himeville nature reserve there are two wetlands that are protected in terms of fencing to ensure that nothing sinister happens there.

There are varied species that grow and habit in such wetlands.





Wetland in Himeville



Animals habiting around the Wetland

2.8.29. ENERGY SAVING

Energy is one of the most culprits in terms of contribution to the greenhouses gases wherein it is rated at 83 %. It is therefore of paramount importance for municipalities to engage on initiatives that will ensure energy saving to relieve pressure from the national grid.

Dr. Nkosazana Dlamini Zuma Municipality is looking at different infrastructure development models that will ensure minimum usage of electricity and thus promoting greening of our environment. When building halls, they should be such that, they allow more natural illumination as compared to putting more electricity bulbs.

The municipality has also undertaken the installation of solar guizers in most of its townships in Underberg and Himeville. Of more interest is that those that can afford installing such solar guizers in the suburbs are also doing so, to alternatively switch from the electricity grid to the solar electricity.





2.8.30. PLANTING OF TREES, FLOWERS AND BEAUTIFICATION

The municipality promotes the planting of trees, flowers, grass and beautification on all open spaces to prevent the environment from degrading whilst on the other hand ensuring beautification of the land. Areas that a planted trees and grass do not easily get eroded, but they become firm that even during the occurrence of disasters it is not easy for the soil to be easily moved from one area to the other.

The municipality also participate in a program called the Greenest Municipality competition run by the district municipality of Harry Gwala, which seek to encourage its family of municipalities to respond on issues of climate change in terms of diverting resources to landscaping, waste management and as well energy efficiency within their areas of jurisdiction. The municipality has won some categories in such competition as a testimony of protecting the environment.





Himeville Suburbs promoting green environment

2.8.31. RISK REDUCTION

Dr. Nkosazana Dlamini Zuma Municipality takes the issue of disaster risk reduction very seriously, and this is evident in terms of the development that takes place in the municipality. In ward 6 the municipality has erected a pedestrian bridge to prevent the community from being washed away by floods in summer in case they are realized.

Such bridge also assists scholars when they go to school to easily cross the river without wetting themselves in the river.



Pedestrian Bridge in Dr. Nkosazana Dlamini Zuma Municipality

Despite the construction of such bridges, the municipality continues to experience incidents of drowning especially in areas where such infrastructure is not available. It is therefore imperative as part of risk reduction that such pedestrian bridges are erected especially in high-risk areas.

The municipality will further advocate for such infrastructure to be rolled out, especially with line departments that are responsible for such. It is envisaged that, the availability of such infrastructure and community capacity building will ensure that drowning incidents are dealt with accordingly.

2.8.32. DISASTER RISK REDUCTION

Table 47: Disaster Risk Reduction

NO	NAME OF HAZARD	DISASTER RISK REDUCTION PROJECTS	STAKEHOLDER
1	FLOODS	Enforcement of legislation to ensure building of houses in accordance to building standards	NDZ Municipality
		Construction of dams	HGDM Municipality
		Ongoing awareness campaigns conducted	All
		Always improving early warning systems and cascading thereof	Weather Services and municipalities
		Construction of high standard bridges with long life spans	NDZ and Public Works, Dept of Transport
2	FIRE	Procurement of a club cab to be fitted with skid unit	NDZ
		Continuous burning of fire breaks	NDZ
		Procure and recruit state of the art fire equipment and personnel respectively to enhance fire fighting	NDZ
		Conduct fire safety inspections	NDZ
		Identify site to construct fire station	NDZ
		Construction of fire station	NDZ

		Promote partnership with forestry companies such as mondi and sappi	NDZ
3	**LIGHTNING**	Procurement and Installation of lightning conductors	NDZ
		Continuous awareness campaigns	NDZ, District
		Distribution of early warning systems	Weather services and NDZ, COGTA and District
4	**STORMS**	Distribution of early warning systems	Weather services and NDZ, COGTA and District
		Ongoing awareness campaigns	NDZ
5	**SNOW**	Early warning	Weather services and NDZ, COGTA and District
		Putting snow protocol contingency plans into place	NDZ
		Grading of snow from the roads and surrounding areas	Department of transport
6	**Motor Vehicle Accidents**	Improve road maintenance and upgrading	NDZ and dept of transport
		Improve law enforcement and visibility of traffic police on the roads	NDZ, RTI and SAPS
		Continuous awareness campaigns	NDZ, RTI
7	**Drought**	Conduct ongoing awareness campaigns	NDZ
		Promote water harvesting and assist with water tanks where possible	NDZ, district and Human Settlement
8	**Fierce Winds**	Promote planting of trees as wind breakers	NDZ
		Awareness Campaigns	NDZ
		Promote building of houses in accordance with building standards	NDZ
9	**Hail Storms**	Awareness Campaigns conducted continuously	NDZ

2.8.33. IDP AND DISASTER MANAGEMENT ALIGNMENT

Disaster Risk Reduction Projects and Programs put in place and implemented in 2025/2026 Financial year.

Table 48: IDP and Disaster Management Alignment

No	PROJECT NAME	PROGRESS	SDBIP REMARKS
1.	Integrated Community Safety Awareness Campaigns (ICSAC)	4 x ICSAC Conducted	In line with the SDBIP, 2 ICSAC must be conducted per quarter
2.	Ensuring sustainability of the Disaster Management Advisory Forum (DMAF)	2 x DMACSF Conducted	In accordance with the SDBIP, 1 meeting per quarter must be held
3.	Disaster Relief Provision (Indigent)	Service Provider has been appointed to Supply and Deliver the relief kit	This indicator is due on the 30th March 2026

4.	Fire safety inspections	Fourty (40) Fire Safety Inspections conducted	According to the SDBIP, 20 fire safety inspections must conducted per quarter
5.	Installation of lightning conductors	Project is completed	In accordance with the SDBIP, this indicator is due before and/ or on the 30 September 2025
6.	Fire Fighting Equipment	Service Provider to Supply and Deliver Equipment has been appointed	According to the SDBIP, this equipment must be delivered before and/ or on the 30 June 2026
7.	Fire Protection Association Membership	Membership fees are paid in full	Such membership is due in May and June of each year
8.	Transport Assets (Fire Water Tank and Double cab)	Service Providers to supply and Deliver the transport assets has been appointed	According to the SDBIP, this indicator is due before and/ or on the 30 June 2026
9.	Fire Services Park Home	Service Provider has been appointed to Supply and Deliver the park home. The concrete slab is complete.	As per SDBIP, such must have been assembled before and/ or on the 30 June 2026
10.	Personal Protective Equipment	Service Provider has been appointed to supply and deliver personal protective equipment	Not in the SDBIP
11.	Furniture and Equipment	Re-advertised	According to SDBIP, the indicator is due before and/ or June 2026
12.	Disaster and Fire Promotional Material	Project complete	Not in the SDBIP
13.	Burning of Fire Breaks	Project will be done in Q4	In accordance with SDBIP, it must be done by June 2026 in preparation for the fire season.







The truck to be assembled as fire fighting tanker to support the fire engine has been procured and being modified.



Disaster Management Vehicle procured and delivered already

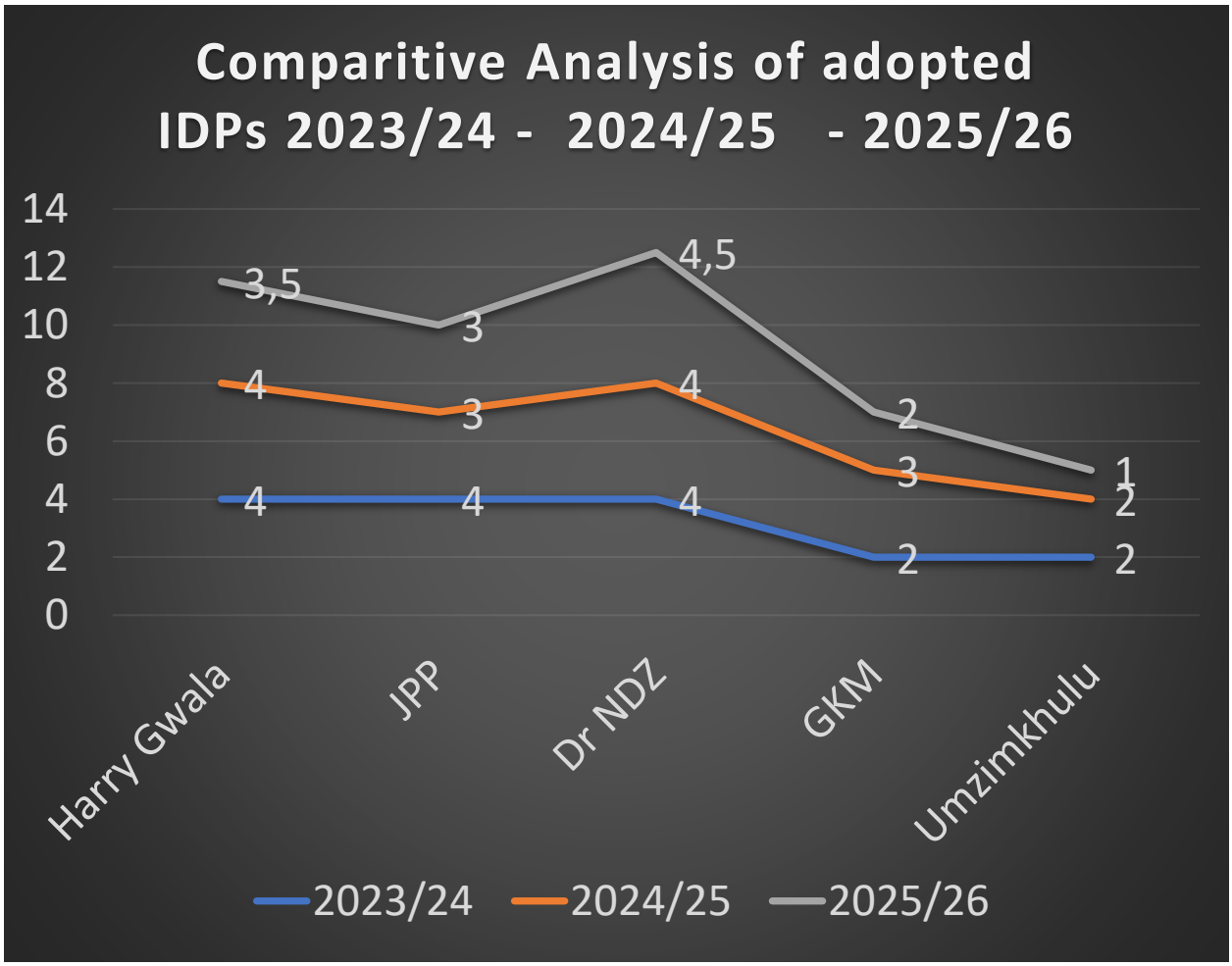




Emergency drills conducted with both public and private stakeholders as part of state of preparedness

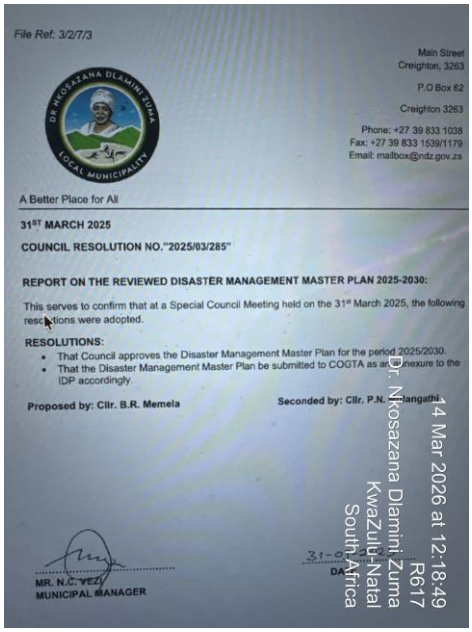
Harry Gwala DM	Yes	2025/26	Yes	2021	Yes	Yes	3.5
JPP	Yes	2025/26	Yes	2021	Yes	Yes	3
Dr NDZ	Yes	2025/26	Yes	2025	Yes	Yes	4.5
Greater Kokstad	Yes	2025/26	Yes	2021	Yes	Yes	2
uMzimkhulu	Yes	2024/25	Yes	2013	Yes	Yes	1

2025/2026 COGTA IDP ASSESSMENT/ DISASTER MANAGEMENT



DR NDZ Municipality's Disaster Management Centre consistently scoring and 2024/2025 scoring 4.5

2025/2026 COUNCIL RESOLUTIONS ON BOTH DISASTER MANAGEMENT MASTER AND SECTOR PLANS


File Ref: 3/2/7/3

Main Street
Creighton, 3263
P.O Box 62
Creighton 3263
Phone: +27 39 833 1038
Fax: +27 39 833 1539/1179
Email: mailbox@ndz.gov.za

A Better Place for All

31ST MARCH 2025

COUNCIL RESOLUTION NO."2025/03/285"

REPORT ON THE REVIEWED DISASTER MANAGEMENT MASTER PLAN 2025-2030:

This serves to confirm that at a Special Council Meeting held on the 31st March 2025, the following resolutions were adopted.

RESOLUTIONS:
- That Council approves the Disaster Management Master Plan for the period 2025/2030.
- That the Disaster Management Master Plan be submitted to COGTA as an annexure to the IDP accordingly.

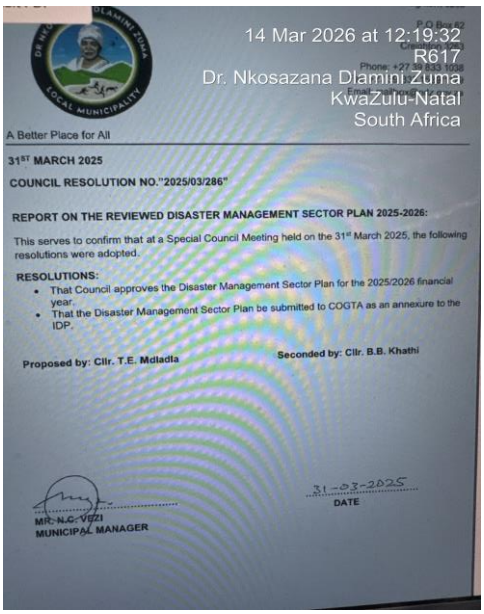
Proposed by: Cllr. B.R. Memela

Seconded by: Cllr. P.N. Mangathi

MR. N.C. VEZI
MUNICIPAL MANAGER

31-03-2025
DATE

Dr. Nkosazana Dlamini Zuma
KwaZulu-Natal
South Africa
R617
14 Mar 2026 at 12:18:49


14 Mar 2026 at 12:19:32
R617
Dr. Nkosazana Dlamini Zuma
KwaZulu-Natal
South Africa

A Better Place for All

31ST MARCH 2025

COUNCIL RESOLUTION NO."2025/03/286"

REPORT ON THE REVIEWED DISASTER MANAGEMENT SECTOR PLAN 2025-2026:

This serves to confirm that at a Special Council Meeting held on the 31st March 2025, the following resolutions were adopted.

RESOLUTIONS:
- That Council approves the Disaster Management Sector Plan for the 2025/2026 financial year.
- That the Disaster Management Sector Plan be submitted to COGTA as an annexure to the IDP.

Proposed by: Cllr. T.E. Mdladla

Seconded by: Cllr. B.B. Khathi

MR. N.C. VEZI
MUNICIPAL MANAGER

31-03-2025
DATE

2.8.34. KEY PERFORMANCE INDICATORS

Below is a template showing the Budget for Dr. NDZ municipality to implement Disaster Risk Reduction Projects in terms of the fiscal year 2026/2027.

Table 49: Disaster Risk reduction Projects

No	PROJECT NAME	FUNDING SOURCE	Financial Year :2026/2027	DISASTER RISK MITIGATED
DISASTER MANAGEMENT				
1.	Integrated Community Safety Awareness Campaigns (ICSAC)	INTERNAL	R 0	Increasing capacity in terms of information at a community level including schools, hospitals, clinics, e.t.c
2.	Ensuring sustainability of the Disaster Management Advisory Forum (DMAF)	INTERNAL	R 40, 000	To ensure disaster management coordination is enhanced across the board within the area of jurisdiction of the municipality
3.	Disaster Relief (Building Material)	INTERNAL	R 800, 000	To assist destitute households affected by disaster incidents for the provision of building material

4.	Disaster Relief Provision (Indigent)	INTERNAL	R 400, 000	Ensure provision of relief during emergency situations (sponges, Plastic Sheeting and blankets)
6.	Installation of lightning conductors	INTERNAL	R 380, 000	To reduce/ mitigate the impact of lightning for destitute households
7.	Disaster Management Promotional Material	INTERNAL	R 50, 000	Promote Disaster Risk Reduction initiatives and create awareness about Disaster Risk Management
8.	Gazetting of Disaster Management Bylaws	INTERNAL	R 70, 000	To ensure compliance and safety of public during disasters
9.	Disaster Management Volunteers data support for gadgets	INTERNAL	R 50 000	Data for Disaster Management Volunteers for provision of data on gadgets
10.	Disaster Management Accommodation	INTERNAL	R 86, 000	To pay for accommodation when travelling for official duties
	Disaster Management Repairs and Maintenance	INTERNAL	R 50, 000	Repairs and Maintenance for Disaster Management
	Disaster Management Advertisements	INTERNAL	R 25, 000	Advertisement of bids for Disaster Management for procurement purposes
	Conferences and Seminars	INTERNAL	R 52, 245	Increase capacity in terms of information on human resources
	Other Miscellaneous	INTERNAL	R 50, 000	Operational items to keep office going through out the financial year
SUB-TOTAL			R 2, 053,000	
CLIMATE CHANGE PROJECT				
	Removal of Invasive Alien Plants	INTERNAL	R 100, 000	Response to climate change adaptation as part of ecosystem restoration, increasing water runoff into dams and improving environmental resilience to droughts and floods.
	Storm Water Drains Clearing and Cleaning	Internal	R 10, 500	This initiative is conducted by the municipality in collaboration with the Working on Fire Team as per the MoU
	Household Fire-breaks and Bush Clearing	Internal	R 11, 000	Clear vegetation around settlements. Establish firebreaks around villages. Train community fire volunteers

	Climate Awareness and Disaster Management Preparedness Campaigns	Internal	R 9, 000	Increase Capacity to community and School Children on climate change adaptation initiatives
SUB-TOTAL			R 130, 500	
FIRE FIGHTING SERVICES				
7.	Fire Fighting Equipment	Internal	R 120, 000	Ensure efficient response during emergencies
8.	Fire Protection Association Membership	Internal	R 43, 000	Ensure compliance to FPAs and prevention of veld fires
9.	Fire Services Park Home	Internal	R 780, 000	Expand Fire Services in the area to reduce response time
10.	Personal Protective Equipment	Internal	R 822, 000	Comply with Occupational Health and Safety legislation
11.	Conferences and Seminars	Internal	R 52, 245	Increase capacity in terms of information on human resources
12.	Furniture and Equipment	Internal	R 95, 000	Increase capacity on emergency equipment and furniture to cater for personnel
16.	Fire Fighting Advertisements	Internal	R 25, 000	Advertisement of bids for Fire Fighting Services for procurement purposes
	Fire Inspections	Internal	R 0	Ensure fire safety compliance and fire safe buildings
19.	Fire Services Repairs Maintenance	Internal	R 50, 000	Repairs and Maintenance for Fire Fighting Equipment
SUB-TOTAL			R1,987,245	
TOTAL			R4,170,245	

2.8.35. TECHNICAL SUPPORT FROM THE DEVELOPMENT BANK SOURTHERN AFRICA FOR THE DEVELOPMENT OF A STORMWATER MANAGEMENT PLAN

Dr. Nkosazana Dlamini Zuma Municipality is one of the fortunate municipalities that was selected to benefit from the technical support provided by the Development Bank of South Africa, wherein technical support (none monetary) will be provided to the municipality to develop a comprehensive stormwater plan.

A comprehensive stormwater management plan reduces disaster risk by systematically controlling how rainwater and runoff are captured, stored, conveyed, and released, especially during extreme weather events. This is how the plan will directly support disaster risk reduction (DRR):

- Reduces Flooding and Flash Flood Risk
- Stormwater plans are designed using hydrologic modeling to manage high-intensity rainfall events and thus:
- Increasing drainage capacity

- Creating detention and retention basins
- Restoring natural waterways and floodplains
- Reducing impervious surface runoff

This is especially critical in flood-prone areas, where rapid urbanization increase runoff and worsen impacts.

- Protects Infrastructure
- Effective stormwater systems:
- Prevent road washouts
- Protect bridges and culverts
- Reduce strain on sewer systems
- Minimize erosion around foundations

This lowers economic losses and ensures essential services (transport, hospitals, utilities) remain operational during storms.

- Reduces Landslide and Erosion Risk
- Poor drainage saturates soil, increasing slope instability. A comprehensive plan:
- Controls runoff velocity
- Uses vegetated swales and infiltration systems
- Stabilizes embankments
- This is especially important in hilly or mountainous regions.
- Supports Climate Change Adaptation
- Stormwater plans increasingly incorporate:
- Future rainfall projections
- Green infrastructure
- Nature-based solutions
- Improves Public Health and Water Quality
- Stormwater runoff can carry:
- Sewage overflows
- Oil and heavy metals
- Agricultural pollutants
- Comprehensive planning includes filtration, wetlands, and treatment systems that reduce contamination and disease risk after storms.
- Enhances Emergency Preparedness
- A formal stormwater plan:
- Identifies flood-prone zones
- Maps drainage networks
- Establishes maintenance schedules
- Integrates with disaster response frameworks
- Promotes Long-Term Urban Resilience
- Comprehensive planning shifts towns from:
- Reactive flood response
- Proactive flood mitigation
- This reduces:
- Property damage
- Insurance losses
- Displacement of communities
- A comprehensive stormwater plan reduces disaster risk by:

- ☞ Managing excess rainfall safely
- ☞ Protecting infrastructure and ecosystems
- ☞ Preparing cities for extreme weather
- ☞ Integrating climate resilience strategies

It transforms stormwater from a hazard into a managed resource, significantly lowering flood-related disaster impacts.

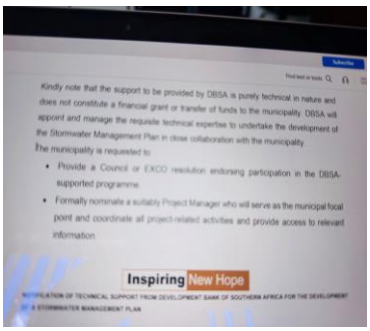

KWAZULU-NATAL PROVINCE
COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

The Municipal Manager
Dr Nkosazana Dlamini Zuma Municipality
P.O. Box 62
Creighton
3263

Dear Mr Vezi

NOTIFICATION OF TECHNICAL SUPPORT FROM DEVELOPMENT BANK OF SOUTHERN AFRICA FOR THE DEVELOPMENT OF A STORMWATER MANAGEMENT PLAN

The Department of Cooperative Governance and Traditional Affairs hereby formally notifies Dr Nkosazana Dlamini Zuma Local Municipality that the municipality has been identified as one of the priority municipalities to receive technical support from the Development Bank of Southern Africa (DBSA) for the development of a comprehensive Stormwater Management Plan.


Kindly note that the support to be provided by DBSA is purely technical in nature and does not constitute a financial grant or transfer of funds to the municipality. DBSA will appoint and manage the requisite technical expertise to undertake the development of the Stormwater Management Plan in close collaboration with the municipality.

The municipality is requested to:

- Provide a Council or EXCO resolution endorsing participation in the DBSA-supported programme.
- Formally nominate a suitable Project Manager who will serve as the municipal focal point and coordinate all project-related activities and provide access to relevant information.

Inspiring New Hope


KWAZULU-NATAL PROVINCE
COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

Your cooperation in this regard will ensure the successful development of a credible and implementable Stormwater Management Plan that strengthens the municipality's capacity to manage flood risks effectively.

Yours Faithfully,

DATE

MR. B.S. DHLMA
HEAD OF DEPARTMENT
KWAZULU-NATAL COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

For enquiries contact:

DR NDZ MUNICIPALITY'S PWBS/ TECHNICAL SERVICES 2025/2026
DISASTER RISK REDUCTION PROJECTS

MUNICIPAL INFRASTRUCTURE GRANT FUNDED PROJECTS 2026/2027

NUMBER	PROJECT NAME	FUNDING SOURCE	BUDGET FOR FINANCIAL YEAR : 2025/2026	DISASTER RISK MITIGATION
1.	Bulwer Landfill Site Ward 10	MIG	R 5, 456, 084	Rehabilitation
2.	Construction of Himeville Concrete Roads Phase 4 Ward 2	MIG	R 3, 362, 057	To ensure sustainable road infrastructure access to communities
3.	Jama Concrete Road Ward 14	MIG	R 3, 476, 652	To ensure sustainable road infrastructure access to communities
4.	Creighton Regional Sport Center Ward14	MIG	R 3 533 401	Can be utilized as an evacuation area
5.	Construction of Gobhogobho Pedestrian Brigde Ward 10	MIG	R 2, 199, 421	To prevent drowning, and ensure connectivity to communities
6.	Construction of Half my right Pedestrian Brigde Ward 12	MIG	R 5, 676, 117	To prevent drowning, and ensure connectivity to communities
7.	Construction of Ntwasahlobo Pedestrian Brigde Ward 1	MIG	R 9, 012, 616	To prevent drowning, and ensure connectivity to communities
SUB-TOTAL			R 32, 716, 348	

DR NDZ MUNICIPALITY'S PWBS/ TECHNICAL SERVICES 2025/2026
DISASTER RISK REDUCTION PROJECTS

INTERNAL FUNDED PROJECTS 2025/2026

NO	PROJECT NAME	SOURCE OF FUNDING	BUDGET 2026/2027	DISASTER RISK MITIGATION
1.	Construction of Storm Water Drains	Internal	R 1 300 000	To correctly channel storm water drains and mitigate floods
2.	High Mast Lights (Gqumeni, Nkwezela and Nkumba)	Internal	R 300 000	To provide extended lighting and mitigate crime

3.	Procurement of Transport assets	Internal	R 1 200 000	To improve service delivery
4.	Mandawe Access Road Ward 15	Internal	R 2 000 000	To ensure community access to road infrastructure
5.	Ndlangisa Pedestrain Bridge	Internal	R 4 000 000	To prevent drowning, and ensure connectivity to communities
6.	Bazini Sportfield	Internal	R 2 500 000	Can be utilized as an evacuation area
7.	Nomgidi Community Hall	Internal	R 2 500 000	Can be utilized for evacuation area or area of safety
8.	Storm Water Pipes and Culvets	Internal	R 200 000	To correctly channel storm water drains and mitigate floods
9.	Bus Shelters	Internal	R 600 000	Assist residents access to shelter while awaiting transportation
10.	Bulwer Informal Traders Infrastructure	Internal	R 582 476	To promote access to infrastructure by informal businesses
11.	Procurement of Plant and Equipment	Internal	R 600 000	Capacity to ensure provision of service delivery
12.	Ekupholeni Creche Ward 11	Internal	R 97 000	Can be utilized as an evacuation area
13.	Upgrade of 1km of Magoso Access Road (Phase 1 & 2)	Internal	R 300 000	To ensure community access to road infrastructure
14.	Creighton Regional Sport Center Ward14	Internal	R 620 123	Can be utilized as an evacuation area
15.	Refurbishment of Creighton Main Office and Nkelabantwana Community Hall	Internal	R 1 000 000	Repairs and Maintenance
TOTAL			R 16, 899, 599	

HARRY GWALA DISTRICT MUNIIPALITY'S PROJECTS 2026/2027

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	YEAR
Procurement of Disaster Relief Material	R1 500 000.00	All Local Municipalities	2026/2027
Review Disaster Management Plan	R400 000.00	HGDM	2026/2027
Procurement of Fire Beaters and Knap Sack Sprayers	R200 000.00	All Wards within the district	2026/2027
Disaster Management Stakeholder Engagement	R150 000.00	To support all LM's	2026/2027
Installation of Lightning Conductors	R800 000.00	All Local Municipalities	2026/2027
Maintenance of DM Information & Communication System	R 500 000.00	Disaster Management Centre	2026/2027
International Day for DRR	R100 000.00	HGDM	2026/2027
Procurement of Food Parcels & Funeral Groceries	R300 000.00	All wards within the districts	2026/2027

Disaster Management Advisory Forum	R100 000.00	Disaster Management Centre	2026/2027
SUB-TOTAL	R 4, 050, 000		
Climate change budget for HGDM Development Planning Unit			
Climate change and storm water management	R350,000.00	All local municipalities	2026/2027
Climate Change Response Strategy	R800 000.00	HGDM	2026/2027
TOTAL	R 5, 200, 000		

2.8.36. DEALING WITH SNOW

One of the highest risks within the area of jurisdiction of Dr. Nkosazana Dlamini Zuma municipality is the prevalence of snow in winter on our roads and the R 617 that links Greater Kokstad and Pietermaritzburg.

The Sani Pass road the leads to the border post also experience closure in cases where the snow is experienced.

It is therefore of paramount importance that, the municipality and other relevant stakeholders react swiftly to remove the snow on the roads to allow traffic flow to be normal.
Road closures have a negative impact on the economy and to tourists as well given the fact that, Underberg and Himeville are tourists destinations.
While the realization of snow also has got a very good turnover of spinoff in terms of tourists coming to the area, but the roads must be cleared to ensure that tourists reach their destinations.

To deal with the snow the municipality and the department of transport in the area have got the following equipment:

EQUIPMENT	QUANTITY	STAKEHOLDER
Snow Plough	2	Department of transport
Graders	5	Department of transport
Raw Salt	22 bgs	Department of transport
Graders	2	NDZ Municipality

The municipality has started developing a disruptive snow protocol that will assist, in cases of emergency as a result of such disruptive snow. A task team was established to foresee and provide oversight of the process.

2.8.37. KEY PERFORMANCE AREA

2.8.37.1. RESPONSE AND RECOVERY

2.8.37.1.1. EMERGENCY RESPONSE INTEVENTIONS

Disaster response and recovery includes all necessary measures to provide immediate/ emergency assistance to the affected people of Dr. Nkosazana Dlamini Zuma municipality, by undertaking search, rescue and evacuation. It is very important to fully understand what must be done during a state of a disaster to assist those affected effectively to recover from the effects of a disaster incident and/ or disaster.

Immediately after a disaster has occurred, a joint operations centre is always, activated by the municipality in consultation with the district municipality, which shall ensure an integrated response effort by all relevant stakeholders.

Relevant response teams are very crucial to prevent any unnecessary secondary disaster incidents at the scene of the disaster and/ or disaster incident.

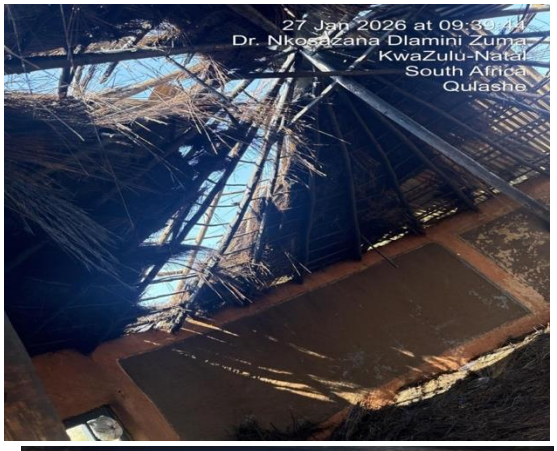
Dr. Nkosazana Dlamini Zuma municipality has a compliment of personnel responsible for disaster management and fire services is in place with expertise, including departmental and/ or sector department's employees representing different functionaries that are activated whenever there are disaster incidents/ disasters.

The following activities take place during and/ or after the occurrence of a disaster inter alia:

- Monitoring and evaluation of hazardous and potential disastrous incidents
- Possibly declaring a state of disaster
- Activating and implementing contingency or response plans, developed as part of planning and mitigation
- Informing other relevant disaster risk management role players and institutions, such as the Harry Gwala District Disaster Management Centre, Sector Departments, KwaZulu Natal Provincial Disaster Management Centre and the National Disaster Management Centre.
- Deploying response resources to the scene
- Managing and distributing the resources deployed accordingly.
- Monitoring of disaster intervention activities
- Reporting and recording of decisions
- "Post-mortem" analysis to improve systems, plans and methods
- Reporting and recording of decisions

Outcomes:

- Response actions
- Reports and lessons learn











Disaster Incidents that occurred within the area of jurisdiction of the municipality

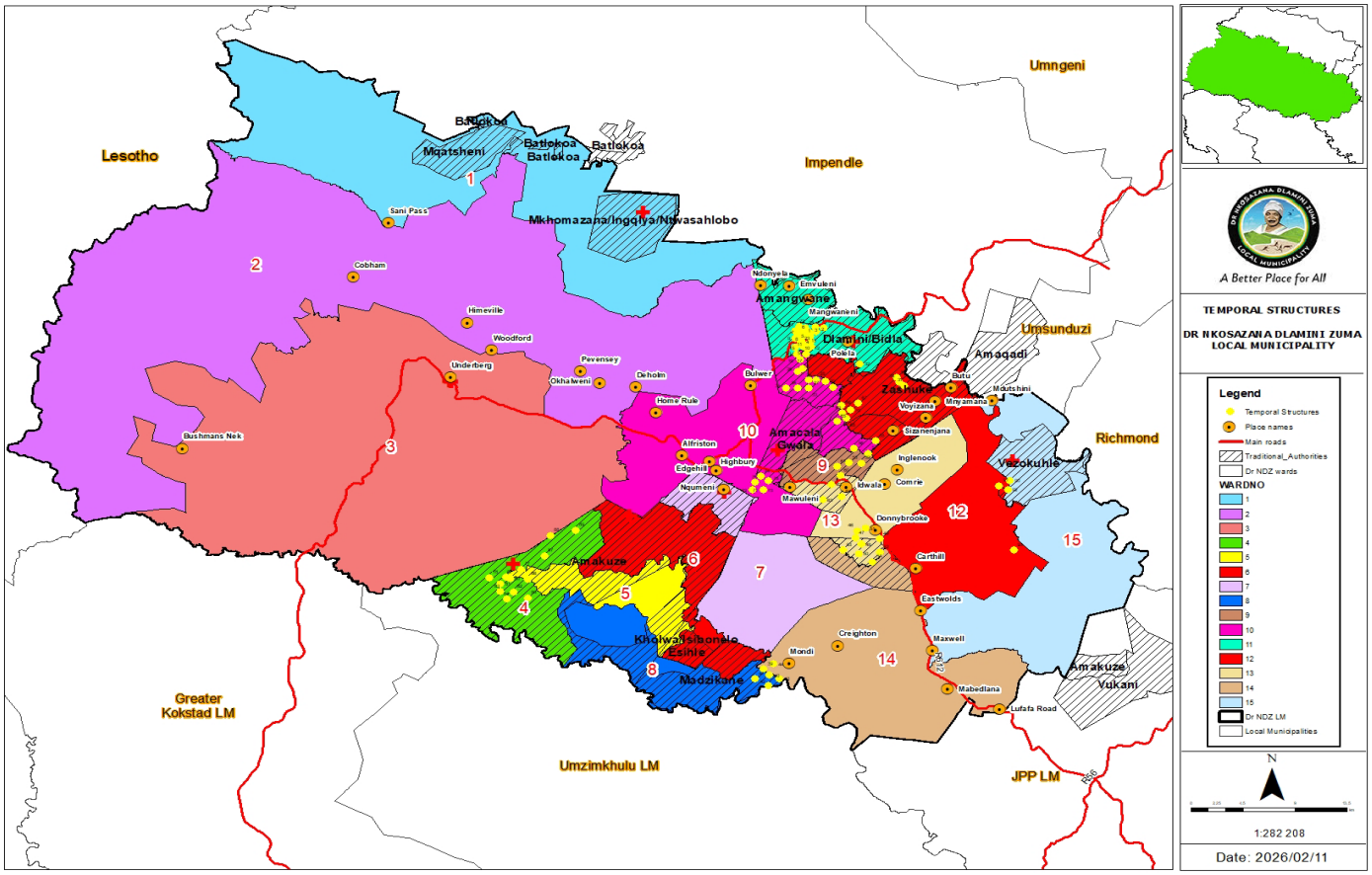
2.8.38. TEMPORAL HOUSING INTERVENTIONS

The Department of Human Settlement in collaboration with the Dr. Nkosazana Dlamini Zuma Municipality are currently erecting temporal houses for people that were affected by disaster incidents and/ or disasters in the past. Such temporal houses are built in different wards in line with the beneficiary list that had been communicated to both the district municipality and COGTA. About thirty-five (35) TRU's to be built.

It is therefore of paramount importance to monitor the construction of such temporal houses, as part of evaluating the positive impact such houses have within the area of jurisdiction of the municipality. Coordinates were collected in all the areas where such temporal structures built and the municipality's GIS unit then mapped such temporal structures.

It is very important for the government to fulfill the obligations of the overarching legislation of South Africa, being the constitution under the bill of rights, section 26 (1)(2). It was therefore against this obligation that the temporal structures were built which address the other obligation of the constitution being that of restoring the dignity for those whose dignity was affected when their houses

were destroyed by disaster incidents and/ or disasters. Section 10 of the constitution indicates that, everyone has inherent dignity and the right to have their dignity respected and protected.



Map 44: Temporal Structures

Map showing temporal structures within Dr. NDZ Municipality



Temporal Structures built in Dr NDZ Area of Jurisdiction

2.8.39. PROVISION OF BUILDING MATERIAL TO THE VICTIMS OF DISASTER INCIDENTS

Furthermore, to fulfill the requirements of the overarching legislation of South Africa being the constitution to ensure restoration of dignity of those affected by disasters and/ or disaster incidents, the municipality took a decision to set aside a budget to respond with building material to those affected.

Due to the demand and delayed disaster response by the Human Settlement Department, the municipality has taken a resolution to make provision for disaster relief in a form of Building Material which will be provided to victims of natural and human induced disasters that could not be prevented.

Such imitative will ensure swift/ prompt response to victims whose houses have been damaged either partially or otherwise.
A policy to this effect has been developed to regulate such provision of building material.
The initiative does not under any circumstances take away the constitutional obligation for the Human Settlement Department to provide housing response to victims of disasters but its rather an inter-governmental cooperation to assist one another as spheres of government where gaps have been identified.

Table 50: Relevant Stake-Holders Representatives for Response and Recovery

Name of Department	Community and Social Services		
Contact Person	Kefuwe Mchunu		
Designation	Head of Department		
Emergency Number	0680385053	Tel: 039 833 1038	
Email			
Section	Community Safety		
Contact Person	Mr. M.W. Dlamini		
Designation	Manager Community Safety		
Emergency Number	0605469233	Tel: 039 8331038	
Email	dlaminiw@ndz.gov.za	Cell: 0605469233	

Name of Department	Disaster Management Harry Gwala District		
Contact Person	Thandi Dzanibe		
Designation	Disaster Manager		
Emergency Number	0828057892	Tel: 039 834 0043	
Email	dzanibet@harrygwaladm.gov.za	Cell: 07828057892	
Alternative Person	Nosipho Mazibuko		
Designation	Manager Customer Care		
Emergency Number	0788013512	Tel: 039 834 0043	
Email	mazibukon@harrygwaladm.gov.za	Cell: 0788013512	

Name of department	PDMC		
Contact Person	Hadebe		
Designation	Acting Head Of Provincial Disaster Management Centre		
Emergency Number	0716710741	Tel: 033-8469000	
Email	Mzwandile.hadebe@kzncogta.gov.za	Cell: 0828482859	
Alternative Person	Ngubane Themba		
Designation	Assistant Director		
Emergency Number	0761533685	Tel: 033-8469000	
Email	Themba.ngubane@kzncogta.gov.za	Cell: 0721021495	
Alternative Person	Bheki Phungula		
Designation	Deputy Director: Disaster Management Implementation		
Emergency Number	0725128601	Tel: 033-8469000	
Email	Bheki.phungula@kzncogta.gov.za	Cell: 0725128601	

Name of department	EMRS
Contact Person	MR TS Mkhize
Designation	District Manager

Emergency Number	10177 /039 834 8501	Tel: 039 8347 211
Email	Tobias.mkhize@kznhealth.gov.za	Cell:083 468 9563
Alternative Person	V. Dawchurran	
Designation	Communications Officer	
Emergency Number	10177/0398348501	Tel: 0398348501
Email	Vikash.dawchurran@kznhealth.gov.za	Cell: 084 4047817

Name of Department	RTI IXOPO	
Contact Person	Miss Nokuthula Mbongwa	
Designation	Principal Provincial Inspector	
Emergency Number	082 9042218	Tel: 039 834 1450
Email		Cell: 0829417212
Name of Department	HGDM : Municipal Health Services	
Contact Person	Mr E Mlomo	
Designation	Manager	
Emergency Number	078 140 7357	Tel: 039 8348700
Email	mlomoe@harrygwaladm.gov.za	Cell: 078 140 7357
HGDM		
Alternative Person	Ms T Mahlaba	
Designation	Director Social Services	
Emergency Number	Cell: 0833805058	Tel: 039 834 8700
Email	mahlabat@harrygwaladm.gov.za	Cell: 0833805058
Alternative Person	Zabiwe	
Designation	Municipal Health Manager	
Emergency Number	0836689293	Tel: 039 8348700
Email	@harrygwala.gov.za	Cell: 0836689293

Name of department	ESKOM	
Contact Person	Jaishika Sunker	
Designation	Manager	
Emergency Number	033-3957058	Tel: 033-3957058
Email	sunkerj@eskom.co.za	Cell: 0723333202

Name of department	Working on Fire	
Contact Person	Nqayi	
Designation	Manager	
Emergency Number	0622056312	033-3307715
Email		Cell: 622056312

Name of department	Department of Community Safety and Liaison	
Contact Person	Thobeka	
Designation	Assistant Manager: Crime prevention	
Emergency Number	0729373054	039-8340054
Email		Cell: 0729373054
Alternative Person	Ncebakazi Tindleni	
Designation	District Manager	
Emergency Number	0605201250	039-8340054
Email		Cell: 0605201250

Name of department	Liquor Authority	
Contact Person	Juliet Vanderbyl	
Designation	District Inspector	
Emergency Number	0810330783	0398340060
Email	Juliet.vanderbyl@kznla.co.za	Cell: 0810330783
Alternative Person	Khorola Lesuthu	
Designation	DSRT	
Emergency Number	0810330775	039-8340060
Email	Khorola.lesuthu@kznlqa.co.za	Cell: 0810330775

Name of department	Social Development (DSD)	
Contact Person	Dlungwana L	
Designation	Manager	
Emergency Number	0828048975	
Email		Cell: 0828048975

Name of department	Creighton Engen Depot	
Contact Person	Ghalalelo	
Designation	Manager	
Emergency Number	0822653047	Tel:
Email	Kgalalelo.sibaya@engenoil.com	Cell: 0822653047

Name of department	Creighton Engen Depot	
Contact Person	Mr Duncan Johnson	
Designation	Owner	
Emergency Number	0833778734	Tel:
Email		Cell: 0833778734

Name of department	HGDM	
Contact Person	NHLANHLA MDADANE	
Designation	DISASTER MANAGEMENT	
Emergency Number	0825604555	
Email	mdadanen@harrygwaladm.gov.za	Cell: 0825604555

Name of department	DR NDZ	
Contact Person	M SITHOLE	
Designation	CHIEF FIRE OFFICER	
Emergency Number	0664698893	
Email	sitholem@ndz.gov.za	Cell: 0664698893

Name of department	Pholela Community Health Centre	
Contact Person	Michael Dlamini	
Designation	Safety Officer	
Emergency Number	0828893680	
Email	Michael.dlamini@kznhealth.gov.za	Cell: 0828893680

Name of department	St Apollinaris Hospital	
Contact Person	Mr. Bhengu	
Designation	Safety Officer	
Emergency Number	0789085708	
Email	Mduduzi.bhengu@kznhealth.gov.za	Cell: 0789085708

Name of department	uMkomaas Fire Association

Contact Person		Mark	
Designation		Fire Association Officer	
Emergency Number		0828201650	
Email	admin@hayters.co.za		Cell: 0828201650
Name of department		Southern Berg Fire Association	
Contact Person		Kevin Webster	
Designation			
Emergency Number		0724255230	
Email	kevin@comm-watch.co.za		Cell: 0724255230

2.8.39.1. ENABLER 1 INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM

The municipality has put mechanisms or a system in place within the disaster management unit, to ensure that, information is managed, processed and transferred where necessary to other disaster management stakeholders. Such systems are as follows:

Table 51: Information and Communication System

INFORMATION COMMUNICATION SYSTEM	QUANTITY
Telephones	2
Computers (2 x lap tops)	2
Cell phones	3
Radios	4
Photocopying, scanning machine	1
Emails	2

The municipality is looking forward to integrating to the COGTA Provincial Disaster Management Centre's Information and Communication System (C-MORE) which will also incorporate the control room system as part of ensuring that, the emergency center is operational. This will ensure digitization of all information and communication within the emergency center and shall enhance such. The disaster incident assessment shall be easier given the fact that, such is anticipated to be done through tablets and thus transfer of information from the field of work to the center shall happen immediately such information is sent.

Through this system, transfer of information amongst government departments and other relevant disaster management stakeholders shall be more, easier and enhanced as well.

All disaster management personnel shall be provided with tablets to utilize on daily basis, as part of conducting their duties. The reporting of vehicles from point to point b shall do through such system, this will ensure sufficient measures in place to manage and control emergency fleet as it travels around and beyond the area of jurisdiction of the municipality.

The installation of the system in the center shall be one of the best components to operationalize the emergency center.

2.8.39.2. EARLY WARNING SYSTEMS

The municipality considers the issue of early warning systems very seriously and hence it receives such from the South African weather board, provincial disaster management centre and the district municipality.

Whilst the system works very well but, it is equally important to be very vigilant when such is cascaded to the community as skilled people would need to be identified to receive the early warnings and digest same before taking actions.
Currently, the early warnings are received, processed by the municipality, and be shared amongst disaster management unit personnel and other stakeholders to be alert for any reported adverse weather conditions to respond as soon as it is necessary in case of any eventualities.

2.8.39.3. ENABLER 2 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH

In line with the Disaster Management Act (Act 57 of 2002), section 44 (h), the municipality promotes capacity building, training and education including at schools in the municipal area.
Furthermore, the municipality conducts continuous disaster management awareness campaigns and training in the following areas:

- Community level
- Schools
- Clinics
- Home Affairs Offices
- Hospitals
- Pension Pay out points (Post Office)
- Shops









ICSAC awareness campaigns

2.8.39.4. ENABLER 3 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

The municipality is striving on annual basis to prioritize disaster management budget, for both proactive and reactive disaster management initiatives for the purposes of ensuring that, it complies with the requirements of the Disaster Management Act (Act 57 of 2002) as amended from time to time. Furthermore, to fulfill the requirements of the overarching legislation of South Africa being the constitution to ensure restoration of dignity of those affected by disasters and/ or disaster incidents.

Due to the demand and delayed disaster response by the Human Settlement Department, the municipality has taken a resolution to make provision for disaster relief in a form of Building Material which will be provided to victims of natural and human induced disasters that could not be prevented.

Such imitative will ensure swift/ prompt response to victims whose houses have been damaged either partitally or otherwise.
A policy to this effect has been developed to regulate such provision of building material.
The initiative does not under any circumstances take away the constitutional obligation for the Human Settlement Department to provide housing response to victims of disasters but it rather an inter-governmental cooperation to assist one another as spheres of government where gaps have been identified.

2.8.40. INTERNAL FUNDING

Dr Nkosazana Dlamini Zuma municipality, is currently funding disaster risk management programs and projects from its own internal funding in terms of the current and medium-term expenditure framework. For the financial year 2023/ 2024, the municipality has proposed a budget amount of R 9,874,800 (Nine Million eight hundred and seventy-four thousand and eight hundred). In total to undertake disaster management projects and programs. This amount excludes salaries for employees.

2.8.40.1. DISASTER MANAGEMENT RELIEF BUDGET

The municipality takes into cognizance that more budget for disaster management relief has been augmented in the future, equally it must be noted that when disasters occur the municipality still can utilize regulation 36 of the municipal finance management regulations to divert funds to deal with any disaster situation that may be realized.

Furthermore, currently the municipality always reviews annually its budget to adjust where necessary and the disaster management relief vote is also adjusted upwards to ensure that budget and/ or funds are always available to deal with any eventualities.

2.8.40.2. NATIONAL AND PROVINCIAL FUNDING

The municipality also receives equitable share, from national treasury in terms of the Division of the Revenues Act (DoRA), which funds are then divided in accordance to the needs of the community of Dr. Nkosazana Dlamini Zuma municipality, in line with the approved IDP.

There are also funds such as the Municipal Infrastructure Grants (MIG) that are provided to municipalities to fund infrastructure-related projects.

The municipality is currently lobbying for funding from COGTA to procure equipment and furniture for the emergency centre.

2.8.40.3. PRIVATE SECTOR AND NON-GOVERNMENTAL ORGANIZATIONS

The municipality also partner with the private sector and non-governmental organizations to play their roles on disaster management programs, in terms of sponsoring such programs whenever are implemented.

2.8.40.4. CLIMATE CHANGE

Dr. NDZ Municipality is striving the respond to issues of climate change through the following projects and programs:

- Community Awareness Campaigns
- Alienation of invasive plants
- Introduction of solar panels as an alternative source of energy
- Replacing and/ or installation of street lights driven by solar energy

According to the Intergovernmental Panel on Climate Change (IPCC), climate change refers to any change in climate over time, whether due to natural variability or as a result of human activity. The United Nations Framework Convention on Climate Change (UNFCCC), further defined climate change as a change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and that is in addition to natural climate variability observed over comparable time periods.

The main human influence on global climate is emissions of the key greenhouse gases (GHG) - carbon dioxide (CO2), methane and nitrous oxide. Human activities, such as burning of fossil fuel and deforestation, produce greenhouse gases that trap heat in the earth's atmosphere. Most people worldwide are now convinced that the climate is changing, mainly as a result of human activities. There is an urgent need to address these changes by taking actions to:

- slow down the build-up of heat trapping greenhouse gases and remove them from the atmosphere (mitigation); and
- strengthen the natural and physical environments to ensure they can stand up to the effects of climate change (adaptation).

The South African Government has developed a white paper on National Climate Change Response, which is aimed at managing and mitigating the effects of climate change.
The white paper makes a fair contribution to the global effort to stabilise greenhouse gas (GHG) concentrations in the atmosphere at a level that avoids dangerous anthropogenic interference with the climate system within a timeframe that enables economic, social and environmental development to proceed in a sustainable manner.

In terms of strategic priorities, the White Paper sets out South Africa's climate change response strategy to achieve the National Climate Change Response Objective in a manner consistent with the outlined principles and approach and which is structured around the following strategic priorities:

- Risk reduction and management;
- Mitigation actions with significant outcomes;
- Sectoral responses;
- Policy and regulatory alignment;
- Informed decision making and planning;
- Integrated planning;
- Technology research, development and innovation;
- Facilitated behavioural change; behavioural change through choice; and resource mobilisation.

In terms of adaptation, the National Climate Change Response includes a risk-based process to identify and prioritise short- and medium-term adaptation interventions to be addressed in sector plans. The process will also identify the adaptation responses that require coordination between sectors and departments and it will be reviewed every five years. For the immediate future, sectors that need particular attention are water, agriculture and forestry, health, biodiversity and human settlements. Resilience to climate variability and climate change-related extreme weather events will

be the basis for South Africa's future approach to disaster management and we will use region- wide approaches where appropriate.
The key elements in the overall approach to mitigation are as follows:

- Using a National GHG Emissions Trajectory Range, against which the collective outcome of all mitigation actions will be measured;
- Defining desired emission reduction outcomes for each significant sector and sub-sector of the economy based on an in-depth assessment of the mitigation potential, best available mitigation options, science, evidence and a full assessment of the costs and benefits;
- Adopting a carbon budget approach to provide for flexibility and least-cost mechanisms for companies in relevant sectors and/or sub-sectors and, where appropriate, translating carbon budgets into company level desired emission reduction outcomes.
- Requiring companies and economic sectors or sub-sectors for which desired emission reduction outcomes have been established to prepare and submit mitigation plans that set out how they intend to achieve the desired emission reduction outcomes.
- Developing and implementing a wide range and mix of different types of mitigation approaches, policies, measures and actions that optimise the mitigation outcomes as well as job creation and other sustainable developmental benefits. This optimal mix of mitigation actions will be developed to achieve the defined desired emission reduction outcomes for each sector and sub-sector of the economy by ensuring that actions are specifically tailored to the potential, best available solutions and other relevant conditions related to the specific sector, sub-sector or organisation concerned;
- The deployment of a range of economic instruments to support the system of desired emissions reduction outcomes, including the appropriate pricing of carbon and economic incentives, as well as the possible use of emissions offset or emission reduction trading mechanisms for those relevant sectors, sub-sectors, companies or entities where a carbon budget approach has been selected.
- A national system of data collection to provide detailed, complete, accurate and up-to-date emissions data in the form of a Greenhouse Gas Inventory and a Monitoring and Evaluation System to support the analysis of the impact of mitigation measures.

The objective achievement of the South African Climate Change Response is guided by principles set out in the following legislative documents:

- South African Constitution
- National Environmental Management Act (NEMA)
- Millennium Development Goals (MDGs)
- United Nations Framework Convention on Climate Change (UNFCCC)
- The principles are as follows:
- Common but differentiated responsibilities and respective capabilities – aligning our domestic measures to reduce the country's GHG emissions and adapt to the adverse effects of climate change with our unique national circumstances, stage of development and capacity to act.
- Equity – ensuring a fair allocation of effort, cost and benefits in the context of the need to address disproportionate vulnerabilities, responsibilities, capabilities, disparities and inequalities.
- Special needs and circumstances – considering the special needs and circumstances of localities and people that are particularly vulnerable to the adverse effects of climate change, including vulnerable groups such as women, and especially poor and/or rural women; children, especially infants and child- headed families; the aged; the sick; and the physically challenged.
- Uplifting the poor and vulnerable – climate change policies and measures should address the needs of the poor and vulnerable and ensure human dignity, whilst endeavouring to attain environmental, social and economic sustainability.
- Intra- and Inter-generational sustainability – managing our ecological, social and economic resources and capital responsibly for current and future generations.

- The Precautionary Principle – applying a risk-averse and cautious approach, which takes into account the limits of current knowledge about the consequences of decisions and actions.
- The Polluter Pays Principle – those responsible for harming the environment paying the costs of remedying pollution and environmental degradation and supporting any consequent adaptive response that may be required.
- Informed participation – enhancing public awareness and understanding of climate change causes and impacts to promote participation and action at all levels.
- Economic, social and ecological pillars of sustainable development – recognising that a robust and sustainable economy and a healthy society depends on the services that well-functioning ecosystems provide, and that enhancing the sustainability of the economic, social and ecological services is an integral component of an effective and efficient climate change response.
- The planning horizons for climate change response uses the following time categories:
- Short-term – five years from date of publication of the policy.
- Medium-term – twenty years from date of publication of the policy.
- Long-term – a planning horizon that extends to 2050.

The climate change response strategic priorities are as follows:

- Risk reduction and management – prioritise near- term adaptation interventions that address immediate and observed threats to the economy, ecosystem services and the health and well-being of South Africans while researching and developing short-, medium- and longer-term climate resilience, risk and vulnerability management policies and measures.
- Mitigation actions with significant outcomes – prioritise cost effective and beneficial mitigation policies, measures and interventions that significantly contribute to the country's deviation from the GHG emission "business as usual trajectory" as measured against a benchmark "peak, plateau and decline" GHG emission trajectory where GHG emissions peak between 2020 and 2025, plateau for approximately a decade and begin declining in absolute terms thereafter.
- Sectoral responses – prioritise, in accordance with the provisions of this policy, the requirement for all key actors, organisations or participants in relevant sectors or sub-sectors to prepare, submit, implement, monitor and report the implementation of detailed climate change response strategies and action plans that clearly articulate their roles, responsibilities, policies, measures, and interventions or actions to contribute to the achievement of the National Climate Change Response Objective in a measurable way.
- Policy and regulatory alignment – firstly, prioritise interventions already envisaged by national policies, legislation or strategies that have climate change co-benefits, particularly those that also contribute towards the national priorities of job creation, poverty alleviation or have other positive socio- economic benefits. Secondly, review existing national policies, legislation or strategies, with a view to optimising and maximising the climate change co- benefits of their interventions. Thirdly, integrate into the relevant existing or new policies, legislation or strategies those climate change response interventions that stimulate new economic activities as well as those that improve the efficiency and competitive advantage of existing activities.
- Integrated planning – prioritise the mainstreaming of climate change considerations and responses into all relevant sector, national, provincial and local planning regimes such as, but not limited to, the Industrial Policy Action Plan, Integrated Resource Plan for Electricity Generation, Provincial Growth and Development Plans, and Integrated Development Plans.
- Informed decision-making and planning – prioritise research, systemic observation, knowledge generation, information management and early warning systems that increase our ability to measure and predict climate change and the implications of its adverse effects on the economy, society and the environment.
- Technology research, development and innovation – prioritise cooperation and the promotion of research, investment in and/or acquisition of adaptation, lower-carbon and energy-efficient technologies, practices and processes for employment by existing or new sectors or sub-sectors.

- Facilitated behaviour change – prioritise the use of incentives and disincentives, including regulatory, economic and fiscal measures, to promote behaviour change towards a lower-carbon society and economy.
- Behaviour change through choice – prioritise education, training and public awareness programmes to build the general public's awareness of climate change so as to empower all South Africans to make informed choices that contribute to an economy and society that is resilient to climate change.
- Resource mobilisation – prioritise the development of comprehensive resource and investment mobilisation strategies, capacities, mechanisms or instruments that support and enable implementation of climate change responses at the scale required, including, but not limited to, public and private financial resources, incentives, non-market and market-based instruments, technical cooperation and partnership agreements, and technology transfers at domestic, sub-regional, regional, and international levels.
- Dr. NDZ municipality shall conform with all legislative prescripts of government that seek to contribute in prevention, mitigation of climate change effects.
- There are natural causes that, contribute to climate fluctuation, but industrial practices are behind the recent rapid acceleration in global warming. The demand of ever-growing population has led to deforestation, burning of fossil fuels and intensive farming or agricultural activities.

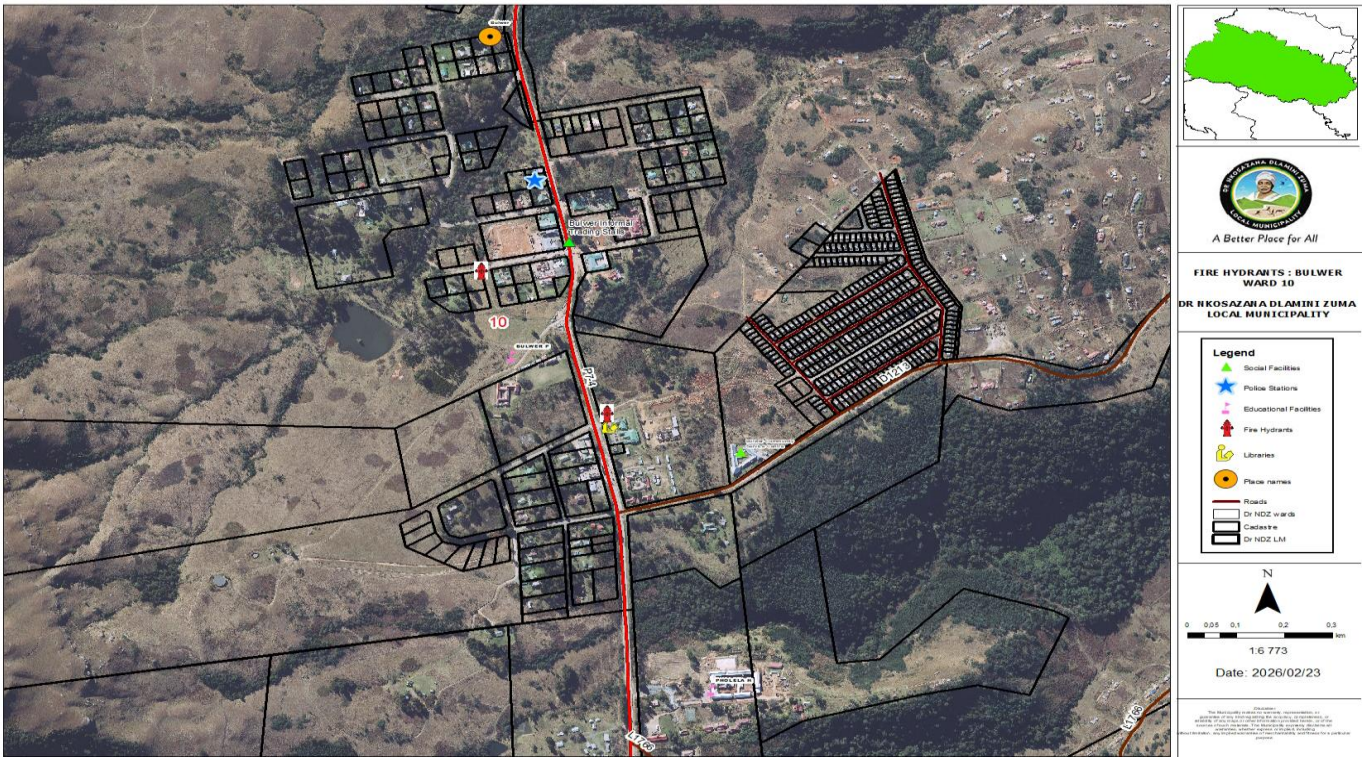
2.8.41. DISASTER RESPONSE PLAN

One must really commend the Harry Gwala District Municipality for ensuring the installation of fire hydrants in almost all the small town within the area of jurisdiction of Dr. Nkosazana Dlamini Zuma Municipality. This was a very strategic and of paramount intervention to Dr. Nkosazana Dlamini Zuma Municipality, which struggles but strives to deal with fire incidents within its area of jurisdiction.

Such fire hydrants are in perfect working condition and with the right pressure needed to deal with fire incidents during an emergency. After the fire hydrants were installed, it then became of paramount importance for Dr. Nkosazana Dlamini Zuma Municipality to map such strategic intervention accordingly with the purpose of profiling the exact position of such infrastructure.

There are some fire hydrants that are not in a working condition, hence means are made to interact with the district municipality to ensure that such fire hydrants are repaired and maintained accordingly.

The municipality will on annual basis also map other strategic interventions for disaster risk reduction as they are implemented so as to ensure that, they are all mapped accordingly and everyone knows where they are found.



Bulwer Town Fire Hydrants



Creighton Town Fire Hydrants



Donnybrook Town Fire Hydrants



Himeville Town Fire Hydrants



Underberg Town Fire Hydrants

2.8.42. COMMUNITY HALLS WITHIN AREA OF JURISDICTION OF THE MUNICIPALITY

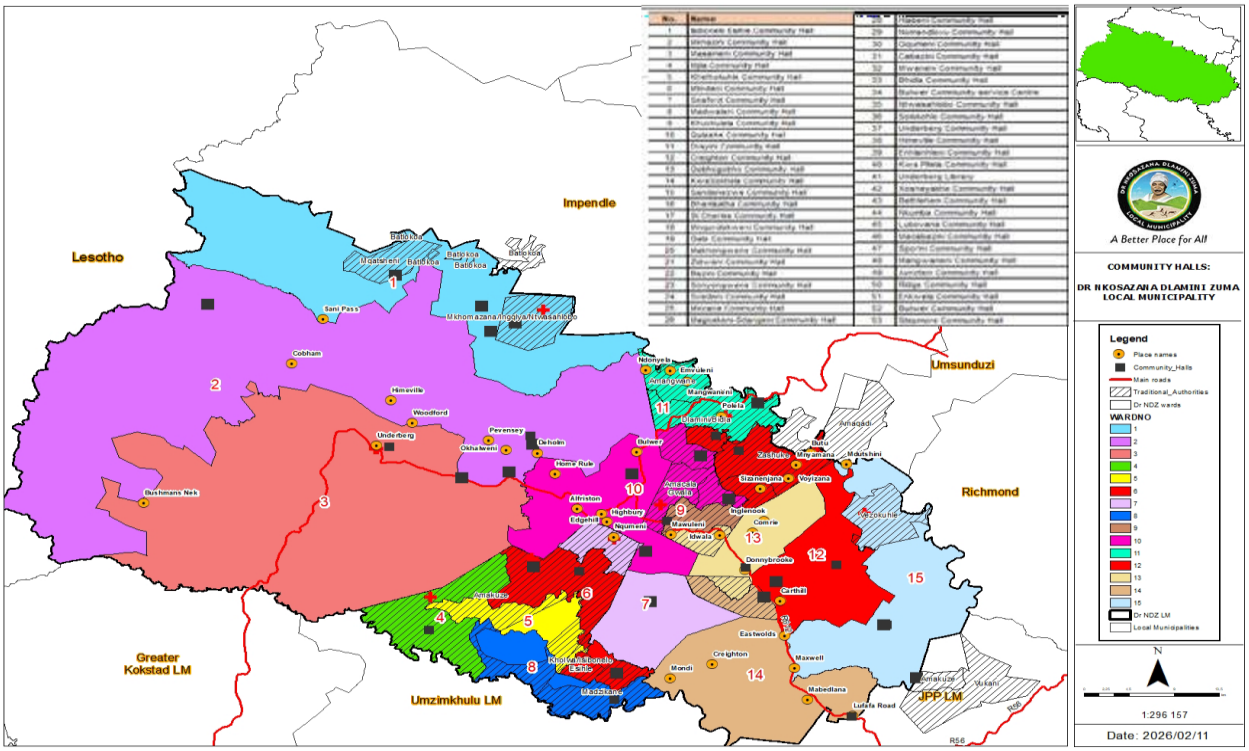
The municipality has built a number of halls within its area of jurisdiction, for utilization by the communities in all the wards. Such halls can also be utilized by the disaster management unit, whenever there are major disaster incidents and/ or disasters to evacuate people.

As part of ensuring a state of preparedness, the municipality has undertaken an exercise to profile all the halls available in the area of jurisdiction of the municipality in order to map them accordingly. It is of paramount importance to plan and understand the capacity of the halls and their location. This makes it easier to distribute needed resources whenever people have been evacuated.

For noting, some of the halls need to be renovated in order to render them utilizable. The most important and interesting part is that the municipality in collaboration with Universal Service and Access Agency of South Africa, the service provider appointed by them, called Broadband Infraco are in a process of installing a Wi Fi infrastructure in the municipal halls. Although some of the halls are not in a state that can allow the installation, but minor workneedsd to be done to them in order to be in a position to be suitable for the installation of the infrastructure.

Although most of the halls are ready for the Wi Fi infrastructure installation, some are partially whilst others are not ready. The installation of the Wi Fie in such halls will also make it easier to communicate in case of disasters, if the infrastructure is not damaged.

The following halls are available in the municipality whilst some need some attention in terms of renovations:


Impendle
Lesotho
Umsunduzi
Richmond
Greater Kokstad LM
Umzimkhulu LM
JPP LM
A Better Place for All
COMMUNITY HALLS:
DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY
Legend
Place names
Community_Halls
Main roads
Traditional_Authorities
Dr NDZ wards
WARDNO
Dr NDZ LM
Local Municipalities
1:296 157
Date: 2026/02/11

	Needs to be resuscitated. Major works to be done.	Not Ready	6
	Ready for Implementation.	Ready	38
	Minor works to be done to keep the facility in good condition.	Partial Ready	10
	TOTAL		54

Harry Gwala District Municipality - Nkosazana Dlamini-Zuma Local Municipality

No.	Name	Latitude	Longitude	Site Code	Site Status	Comments
1	Isibonelo Esihle Community Hall	-30.0330067165748	29.7444480799657	BBI-NDZ014	Ready	
2	Mkhazini Community Hall	-30.0670988236816	29.7019386608075	BBI-NDZ028	Ready	
3	Masameni Community Hall	-29.9870984366422	30.0201176454237	BBI-NDZ026	Ready	
4	Mjila Community Hall	-29.9682272762368	29.8833886798432	BBI-NDZ027	Partial Ready	Power installation is not completed.
5	Khethokuhle Community Hall	-29.8956264166567	30.0220390951036	BBI-NDZ016	Ready	
6	Mlindeni Community Hall	-29.9616450125432	29.6350800727379	BBI-NDZ029	Not Ready	**Vandalised**. Windows and doors are broken.
7	Seaford Community Hall	-29.8861283309936	29.8508305839395	BBI-NDZ037	Not Ready	**Vandalised**. Power cables & DB Box stripped.
8	Madwaleni Community Hall	-29.9562726220293	29.5309641245507	BBI-NDZ022	Partial Ready	**Vandalised**. Windows and doors are broken.
9	Khukhulela Community Hall	-30.0007627687847	29.6899361138596	BBI-NDZ017	Partial Ready	Power installation is not completed.
10	Qulashe Community Hall	-29.9159376265143	29.6453596952328	BBI-NDZ034	Ready	
11	Drayini Community Hall	-29.8597465925127	29.8014322677324	BBI-NDZ007	Ready	
12	Creighton Community Hall	-30.027257390541	29.8374432437916	BBI-NDZ006	Ready	
13	Gobhogobho Community Hall	-29.8644143044957	29.7896640829411	BBI-NDZ012	Ready	
14	KwaSokhela Community Hall	-29.9451979994887	29.8696270348808	BBI-NDZ019	Ready	
15	Sandenezwe Community Hall	-29.8822804581579	30.0054816324005	BBI-NDZ036	Ready	
16	Bhambatha Community Hall	-29.8735044277362	29.8100912443714	BBI-NDZ003	Ready	
17	St Charles Community Hall	-29.8850742453204	29.8024532763846	BBI-NDZ041	Ready	
18	Mnqundekweni Community Hall	-29.8880500873636	29.7058821980574	BBI-NDZ031	Ready	
19	Gala Community Hall	-29.9132315850735	29.7464413309007	BBI-NDZ011	Ready	
20	Makhongwane Community Hall	-29.915365108997	29.7128949837059	BBI-NDZ024	Not Ready	**Vandalised**. Plugs, Power cables & DB Box stripped.
21	Zidweni Community Hall	-29.960224558705	29.5788306718678	BBI-NDZ045	Partial Ready	Power installation is not completed.
22	Bazini Community Hall	-30.0319394599601	29.6628541938853	BBI-NDZ001	Ready	
23	Sonyongwane Community Hall	-30.0588081856441	29.752387944101	BBI-NDZ039	Partial Ready	Power installation is not completed.
24	Scedeni Community Hall	-29.9333412020426	29.6632461661739	BBI-NDZ010	Ready	
25	Mncane Community Hall	-29.9370548252315	29.5970090161425	BBI-NDZ030	Ready	
26	Magcakeni-Sdangeni Community Hall	-29.9911363131744	29.5593464229389	BBI-NDZ023	Ready	
27	Skhesheni Community Hall	-29.9581643632267	30.1025982461755	BBI-NDZ010	Not Ready	**Vandalised**. Power cablesWindows and doors are removed.
28	Hlabeni Community Hall	-29.966615353244	29.7141624629866	BBI-NDZ046	Ready	
29	Nomandlovu Community Hall	-29.9500333572462	29.8457662631641	BBI-NDZ048	Partial Ready	Electrical hazards need to be fixed.
30	Gqumeni Community Hall	-29.8893480792881	29.7405502426626	BBI-NDZ049	Ready	
31	Cabazini Community Hall	-30.0190592541344	29.5850473654818	BBI-NDZ050	Partial Ready	Power installation is not completed.
32	Mwaneni Community Hall	-30.028341262729	29.6109992853504	BBI-NDZ051	Partial Ready	Power installation is not completed.
33	Bhidla Community Hall	-29.7714082335085	29.8640820413493	BBI-NDZ004	Ready	
34	Bulwer Community service Centre	-29.8111072169224	29.7715723680158	BBI-NDZ005	Ready	
35	Ntwasahlobo Community Hall	-29.642734848676	29.6799884010323	BBI-NDZ033	Ready	
36	Solokohlo Community Hall	-29.6857964745155	29.7398906775076	BBI-NDZ038	Ready	
37	Underberg Community Hall	-29.7836600583882	29.5095837856585	BBI-NDZ042	Ready	
38	Himeville Community Hall	-29.7546937228453	29.512949044054	BBI-NDZ013	Ready	
39	Enhlanhleni Community Hall	-29.7916631283198	29.6110711411663	BBI-NDZ008	Ready	
40	Kwa Pitela Community Hall	-29.6571928585673	29.4957733458594	BBI-NDZ018	Ready	
41	Underberg Library	-29.79349279013	29.4972026225049	BBI-NDZ043	Ready	
42	Xosheyakhe Community Hall	-29.7827108504631	29.7917106277913	BBI-NDZ044	Ready	
43	Bethlehem Community Hall	-29.8023785514169	29.8731875910048	BBI-NDZ002	Ready	
44	Nkumba Community Hall	-29.7548492895226	29.8605425313635	BBI-NDZ032	Ready	
45	Lubovana Community Hall	-29.7772401714978	29.8762581463657	BBI-NDZ020	Ready	
46	Macabazini Community Hall	-29.7482649481164	29.9038038566936	BBI-NDZ021	Ready	
47	Sporini Community Hall	-29.8801017039302	29.7934684078398	BBI-NDZ040	Partial Ready	Power installation is not completed.
48	Mangwaneni Community Hall	-29.7237365347615	29.8081239185664	BBI-NDZ025	Not Ready	**Vandalised**. Plugs, Power cables & DB Box stripped.
49	Junction Community Hall	-29.9481451343662	29.887815573628	BBI-NDZ015	Ready	
50	Ridge Community Hall	-29.6718442497829	29.6801302277625	BBI-NDZ035	Ready	
51	Enkwela Community Hall	-29.766063	29.800369	BBI-NDZ047	Ready	
52	Bulwer Community Hall	-29.8106559310319	29.7691433075023	BBI-NDZ052	Ready	
53	Stepmore Community Hall	-29.5894692567321	29.6017690825406	BBI-NDZ053	Partial Ready	Power installation is not completed.
54	Mqatsheni Community Hall	-29.5987662160082	29.5173465480115	BBI-NDZ054	Not Ready	**Vandalised**. Plugs, Power cables & DB Box stripped.
	Site Codes: BBI-NDZ046 - 054	Extra sites surveyed				

2.8.43 CONCLUSION

As required by legislation, the municipality is striving to ensure that disaster management becomes an integral part of the integrated development plan on annual basis, hence the development of this disaster management sector plan.

There are so many things that, the municipality has done to ensure the safety of its citizens within its area of jurisdiction. Whilst compliance with legislation is vitally important, but more importantly it is the positive impact that such brings to the lives of the people.
The cooperation of institutions with each other, as disaster management is everybody's business will yield very positive results and thus ensuring sharing of resources to better serve the people of Dr. Nkosazana Dlamini Zuma Municipality.
Acknowledgements is extended to all those institutions and their representatives who contributed immensely in developing this disaster management sector plan, their efforts will never go in vain.

2.8.43. DISASTER MANAGEMENT & FIRE SERVICES SWOT ANALYSIS

Table 52: Disaster Management & Fires Services SWOT Analysis

STRENGTHS	WEAKNESSES
☞ Completed Emergency Centre ☞ Active participation of ward committee members on disaster management ☞ Provision of budget by municipality to undertake disaster management projects ☞ Disaster Management is also utilizing fire fighters to perform some of the functions ☞ Disaster Management Forum is very effective ☞ Disaster Management Sector plan reviewed successfully annually ☞ Availability of Disaster Management Volunteer Unit ☞ Signed Memorandum of Understanding with neighbouring municipalities (JPP and NMZ) and Working on Fire	☞ Inadequate human resources both within Fire and Disaster Management ☞ Shortage of fire equipment ☞ Lack of snow protocol task team ☞
OPPORTUNITIES	**THREATS**
☞ Improved working relationships with other relevant disaster management stakeholders ☞ Participation of private sector, NGOs and on issues of disaster management ☞ Participation of the private sector on issues of disaster management	☞ Unavailability of fire hydrants in most rural areas ☞ Occurrence of natural disasters ☞ Houses not built in accordance with national building standards and regulations (rural and informal settlements) ☞ Inadequate Awareness Campaigns

2.8.43.1. KEY CHALLENGES

Table 53: Key Challenges: Disaster management & Fire services

Challenges for Disaster Management	Recommendations		Challenges for Fire Services	Recommendations
Inadequate Vehicles for Disaster Management	One vehicle has been ordered and awaiting delivery		Inadequate fire fighters and disaster management personnel	Addition permanent fire fighters and disaster management personnel must be recruited
Lack of snow protocol task team	The municipality must identify and nominate relevant stakeholders to establish a snow protocol task team		Inadequate fire Satellite stations to maximize response time	The municipality must establish the 2 outstanding fire satellite stations
Lack of Snow Protocol Response Plan	The municipality must endeavour to develop a snow protocol Response Plan			
Disaster Management Personnel is insufficient	The municipality must strive to increase human resources capacity by employing fire and disaster management permanent staff		In certain instances attendance of the Disaster Management Advisory Forum is not impressive	The municipality must make an effort to coordinate and sustain an effective Fire Services Forum. Enhance the Attendance of the DMAF
Houses in the rural areas are not built in accordance to National Building standards	Municipality must start applying the National Building Regulations in the rural areas to ensure safe buildings the will be resilient to adverse weather conditions		There is shortage of fire equipment and vehicles within Disaster Management Unit	The municipality has budgeted for one vehicle for the Disaster Management Unit

2.8.43.2. KEY ACHIEVEMENTS IN THE LAST 5 YEARS

Over the current IDP cycle, the municipality has made notable progress in advancing integrated planning, environmental management, disaster risk reduction and spatial transformation initiatives. Key achievements include:

Cross-Cutting Issue	Key Achievement
Spatial Planning and Land Use Management	Successful implementation of the Municipal Planning Tribunal (MPT) in accordance with SPLUMA.

	Continued processing and administration of land development applications, including rezoning, subdivision and consent use applications.
	Commencement of the review of the Municipal Spatial Development Framework (MSDF).
	Initiation of the review of the Municipal Land Use Scheme to improve land use management and align with current development trends.
	Review of the Underberg and Himeville Precinct Plan to guide future growth and development.
	Progress made on township establishment and land development initiatives within the municipality.
Environmental Management and Climate Change	Integration of environmental considerations into municipal planning and development processes.
	Ongoing protection and management of Critical Biodiversity Areas (CBAs), wetlands and environmentally sensitive areas.
	Promotion of environmental awareness and sustainable land use practices.
	Support for programmes aimed at combating soil erosion, land degradation and invasive alien plant species.
	Incorporation of climate change adaptation and resilience principles into municipal planning.
Disaster Risk Management	Participation in district disaster management and emergency preparedness programmes.
	Strengthening of disaster response coordination with sector departments and emergency services.
	Integration of disaster risk considerations into planning and infrastructure projects.
	Improved awareness of disaster risks associated with floods, droughts and veld fires.
GIS	Continued utilisation of GIS technology to support planning, infrastructure management and decision-making.
	Improvement of spatial data management and mapping capabilities.
	Support for municipal projects through spatial analysis and geographic information systems.
Development Management and Legislative Compliance	Continued administration of building plan approvals and development compliance functions.
	Strengthening of development management systems to improve compliance with planning and building regulations.
	Application of planning, environmental and building control legislation to support sustainable development.
Integrated Planning and Institutional Coordination	Improved alignment between municipal planning instruments and sector plans.
	Strengthened collaboration with sector departments, traditional councils and other stakeholders.
	Integration of environmental, spatial and disaster management considerations into municipal decision-making processes.
	Advancement of strategic planning initiatives aimed at supporting sustainable development and spatial transformation.

These achievements have contributed towards strengthening integrated planning, environmental sustainability, disaster preparedness and regulatory compliance within the municipality while laying a foundation for future sustainable development and improved service delivery.

C.3. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The Municipal Transformation and Organizational Development Key Performance Indicators are performed by the Corporate Support Services Department. The following are the Priority Areas for the KPA:

- Human Resources Management
- Employment Equity
- Employee Wellness Assistance
- Occupational Health and Safety
- Skills Development
- Labour Relations
- Legal Matters
- Individual Performance Management
- Council Support
- Records and Registry Management
- Administration
- Customer Care
- Information Communication Technology

3.1. HUMAN RESOURCES MANAGEMENT

Dr. NDZ municipality has developed and approved the Human Resources Policies and Strategy for the 2026/2027 financial year. These strategies assist in providing a road map for day-to-day operations and ensuring compliance with the relevant laws and regulations, especially when it comes to matters of Labour relations within the sphere of Local Government. Corporate Support Services has 34 HR policies and 1 HR Strategy that were approved by the Council on the 28th May 2026 for implementation and compliance purposes.

The following 34 policies and 1 HR Strategy were approved by the council on the 28th May 2026.

Table 54: Policies and HR Strategy approved by the Council

No.	Name of Policy	Department	Adoption Date
1.	Housing Subsidy Policy	Human Resources	28 May 2026
2.	HIV/AIDS Policy	Human Resources	28 May 2026
3.	Employment Equity Policy Guideline	Human Resources	28 May 2026
4.	Employment Equity Policy	Human Resources	28 May 2026
5.	Dress Code Policy	Human Resources	28 May 2026

6.	Disciplinary Policy	Human Resources	28 May 2026
7.	Staff Code of Conduct Policy	Human Resources	28 May 2026
8.	Attraction and Retention Policy	Human Resources	28 May 2026
9.	Bereavement Policy	Human Resources	28 May 2026
10.	EAP Policy	Human Resources	28 May 2026
11.	Employee Induction and Exit Management Policy	Human Resources	28 May 2026
12.	Internship & In-Service Trainee Policy	Human Resources	28 May 2026
13.	Organisational Change Management and Control Policy	Human Resources	28 May 2026
14.	Task Job Evaluation Policy	Human Resources	28 May 2026
15.	Travel and Subsistence Policy	Human Resources	28 May 2026
16.	Training and Development Policy	Human Resources	28 May 2026
17.	Talent and Management Policy	Human Resources	28 May 2026
18.	Termination of Service policy	Human Resources	28 May 2026
19.	Succession Planning and Career Pathing Policy	Human Resources	28 May 2026
20.	Substance Abuse Policy	Human Resources	28 May 2026
21.	Smoking Policy	Human Resources	28 May 2026
22.	Recruitment and Selection Policy	Human Resources	28 May 2026
23.	Individual Performance Management Policy	Human Resources	28 May 2026
24.	Payment of long service awards	Human Resources	28 May 2026
25.	Occupational health and safety Policy	Human Resources	28 May 2026
26.	Occupational Health and Safety COVID-19 Policy	Human Resources	28 May 2026
27.	Overtime and Standby Policy	Human Resources	28 May 2026
28.	Leave Management Policy	Human Resources	28 May 2026
29.	Telephone Policy	Human Resources	28 May 2026

30.	Internal Bursary Policy	Human Resources	28 May 2026
31.	Harassment Policy	Human Resources	28 May 2026
32.	Working Hours and Punctual Policy	Human Resources	28 May 2026
33.	Legal Aid Policy	Human Resources	28 May 2026
34.	Relocation Policy	Human Resources	28 May 2026
35.	HR Strategy	Human Resources	28 May 2026

Below is a list of New Policies that Council approved on the 28th May for the 2026-2027 Financial Year

1. Grievance Resolution policy
2. Promotion, Acting, Transfer, and Secondment Policy
3. Leave for Senior Managers Policy
4. External Bursaries Policy
5. Facility Management Policy

The municipality conducted an organizational analysis to inform organizational rredesign,and the recommendations thereof were implemented subject to management requirements from time to time.

The municipality has an approved 2026/2027 Organizational Structure to ensure that the vision, mission, and organizational objectives are effectively and efficiently achieved. The current organizational structure reflects the following Departments:

- ☞ Office of the Municipal Manager
- ☞ Corporate Support Services Department
- ☞ Finance Department
- ☞ Public Works and Basic Services
- ☞ Development and Town Planning Department
- ☞ Community & Social Services Department

The attached Organogram was adopted and approved by the Council on the 28th of May 2026. The table below depicts the total number of positions filled and vacant.

Table 55: Staff Establishment as of 2025/2026 Financial Year

DEPARTMENT	POSITIONS FILLED	POSITIONS VACANT
Municipal Managers Office	14	0
Corporate Support Services	37	03
Community Social Services	59	04
Budget And Treasury Office	31	01
Public Works and Basic Services	79	05
Development Town Planning	12	03
Total	**232**	**16**

INTERNS

The municipality has absorbed the following graduates and in-service trainee's that resides within its jurisdiction, trying to assist them to get exposure in work-related matters.

Table 56: Existing Interns within the municipality

DEPARTMENT	POSITIONS FILLED
Municipal Managers Office	05
Corporate Support Services	11
Community Social Services	19
Budget And Treasury Office	10
Public Works and Basic Services	01
Development Town Planning	03
Total	**49**

The table below depicts advertised posts.

Table 57: Advertised posts

POST ADVERTISED					
DEPARTMENT					
Office Of the Municipal Manager	**Finance Department**	**Community Services**	**Corporate Services**	**Public Works and Basic Services**	**Development And Town Planning**
None	☞ Senior Budget and Reporting Accountant	☞ Traffic Officer X2 ☞ Fire Fighter ☞ Disaster Management Officer	☞ IPMS Officer	☞ Supervisor Underberg (Roads, Stormwater, Street Cleaning and Solid Waste Removal) ☞ 3 x General Assistance	☞ Enforcement Officer

The following are current appointment that the Municipality made.

Table 58: New appointments

NEW APPOINTMENTS					
DEPARTMENT					
Office of the Municipal Manager	**Finance Department**	**Community Services**	**Corporate Services**	**Public Works and Basic Services**	**Development And Town Planning**
Internal Audit Intern	Senior Clerk Payroll	2x Traffic Officers	2 x Admin Intern	Waste Management Officer	Tourism Intern

	Debtors' administrator	Receptionist Bulwer CSC	PA to Deputy Mayor	Tractor Driver	GIS Technician
	Demand Management Officer	Youth Officer	ICT Manager		DTPS Intern
	SCM Clerk Demand		ICT Intern		
	Cashier		HRD Intern		
	FMG Intern		X3 Political Drivers		
			X2 Admin Interns		

3.2. FILLING OF VACANT POSITIONS

The municipality has successfully filled 17 positions during the 2025/2026 financial year. With regard to the post of Senior Manager: Development & Town Planning, which remains vacant, the recruitment process is in its final stages.

The Department has demonstrated notable progress in its human resources capacity, having filled 17 positions in the current financial year compared to 10 positions in the preceding financial year.

The current vacancy rate stands at 7%.

3.2.1. ORGANISATIONAL STRUCTURE/ORGANOGRAM

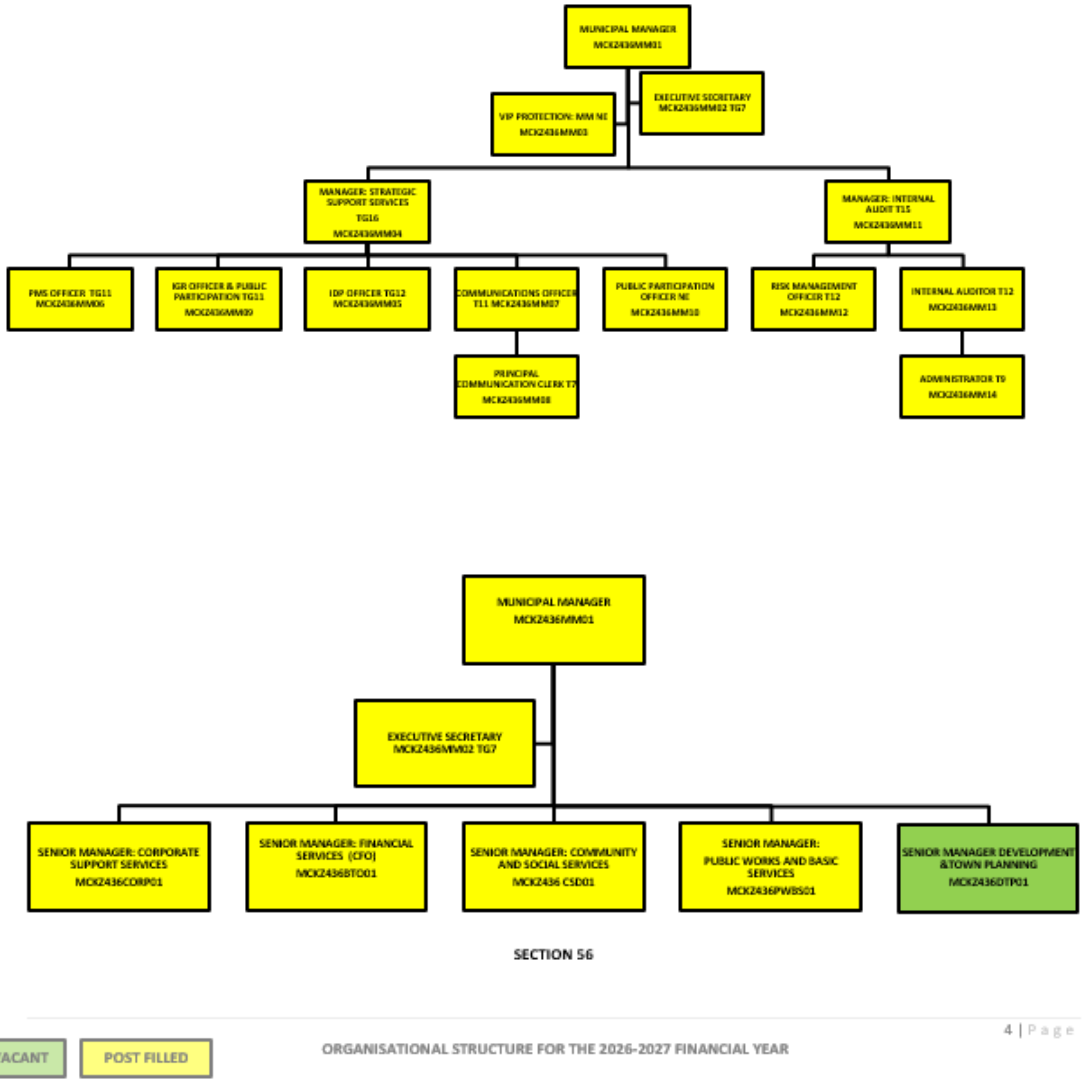


Figure 11: Office of the Municipal Manager Organogram

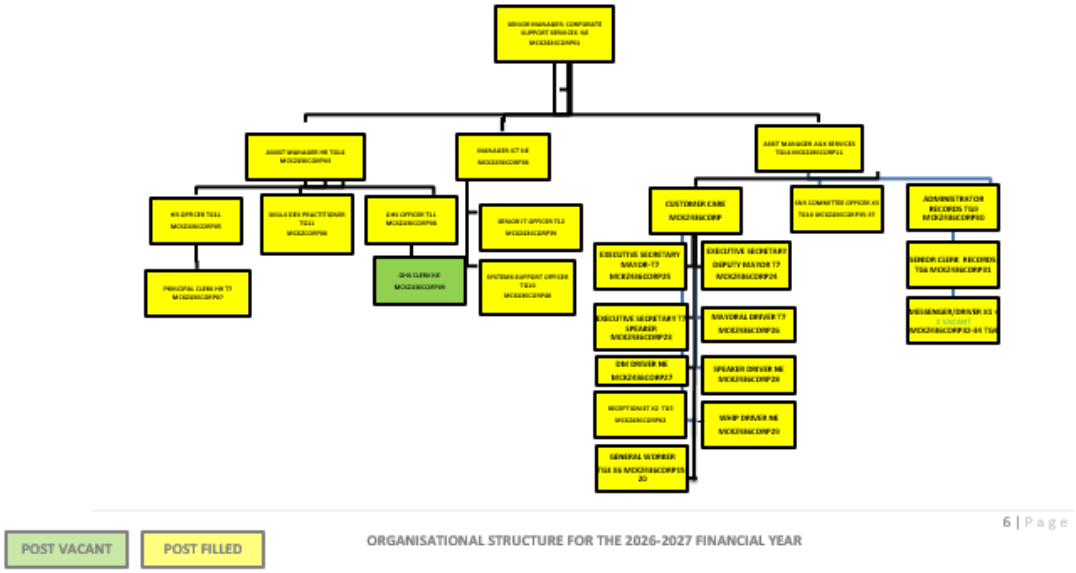


Figure 12: Corporate Support Services Organogram

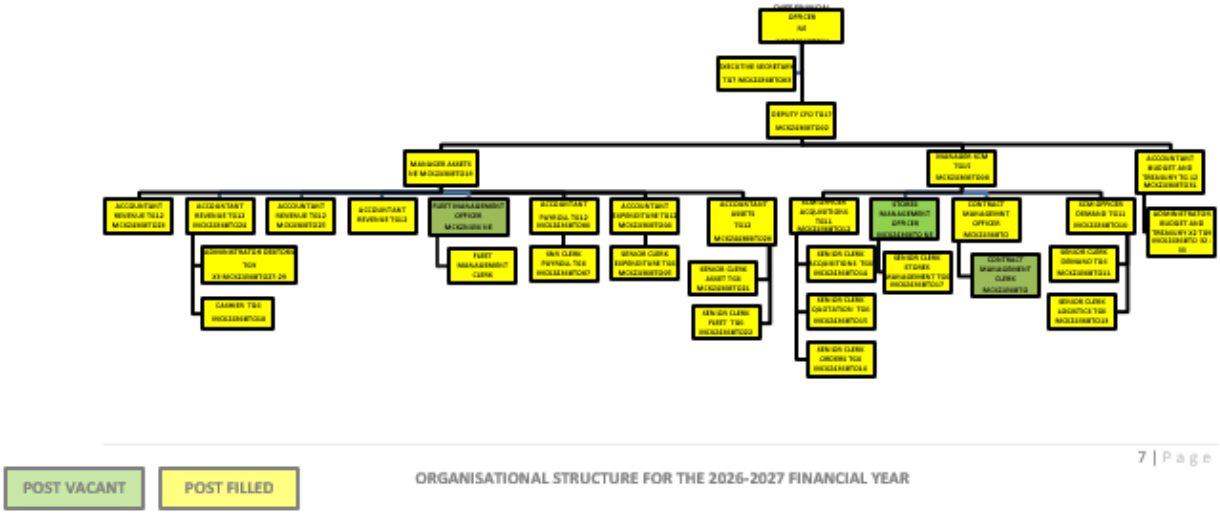
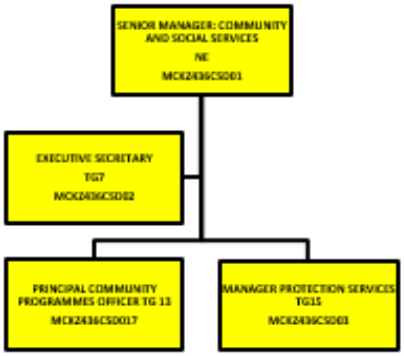
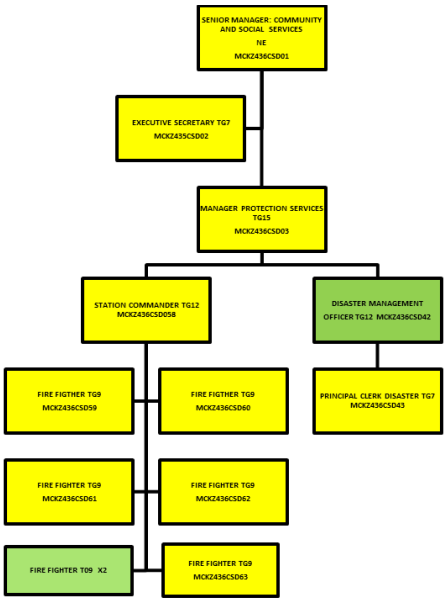
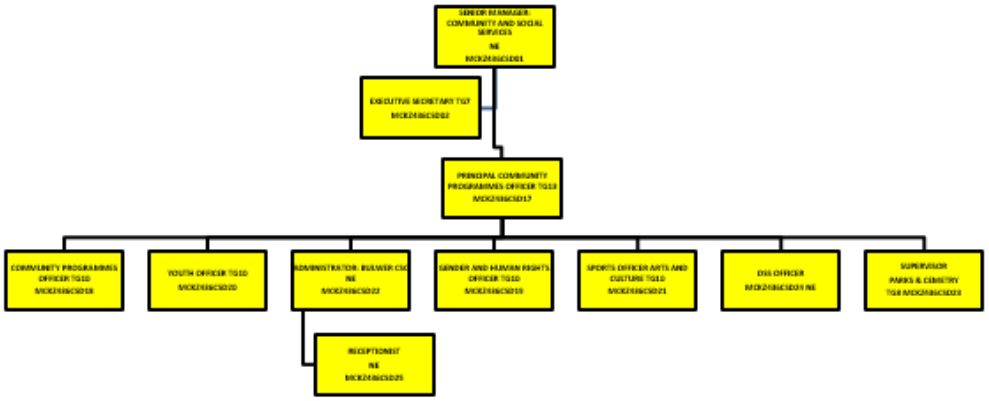
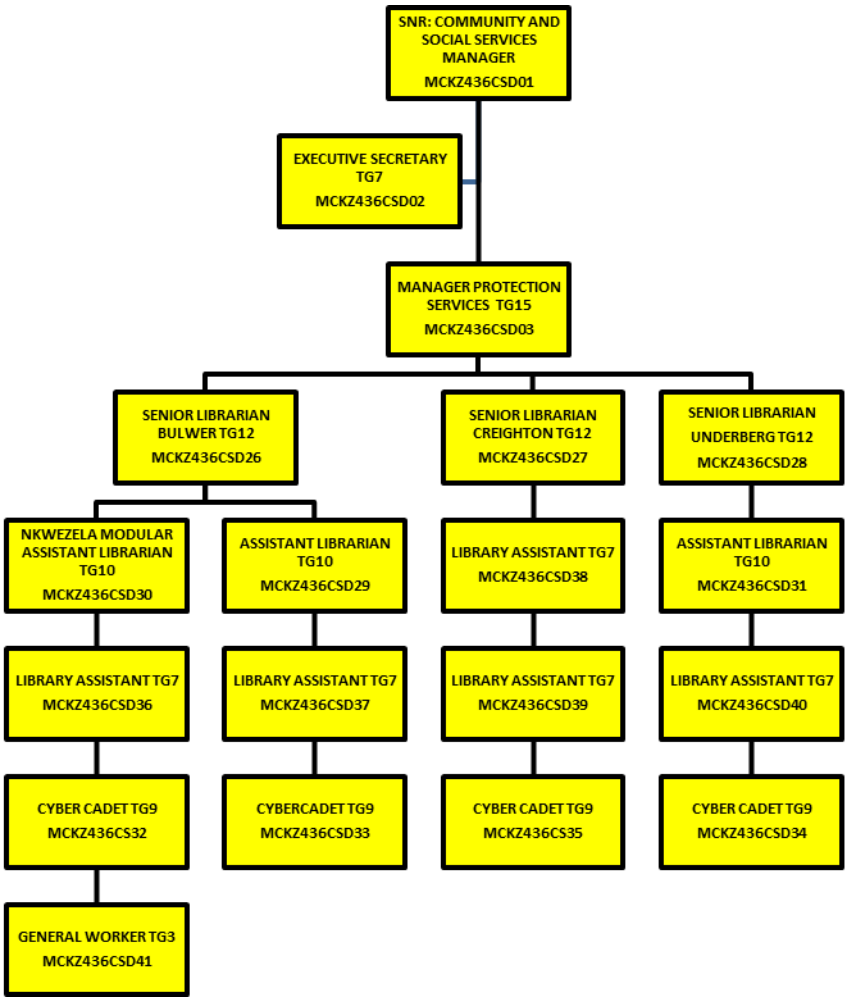


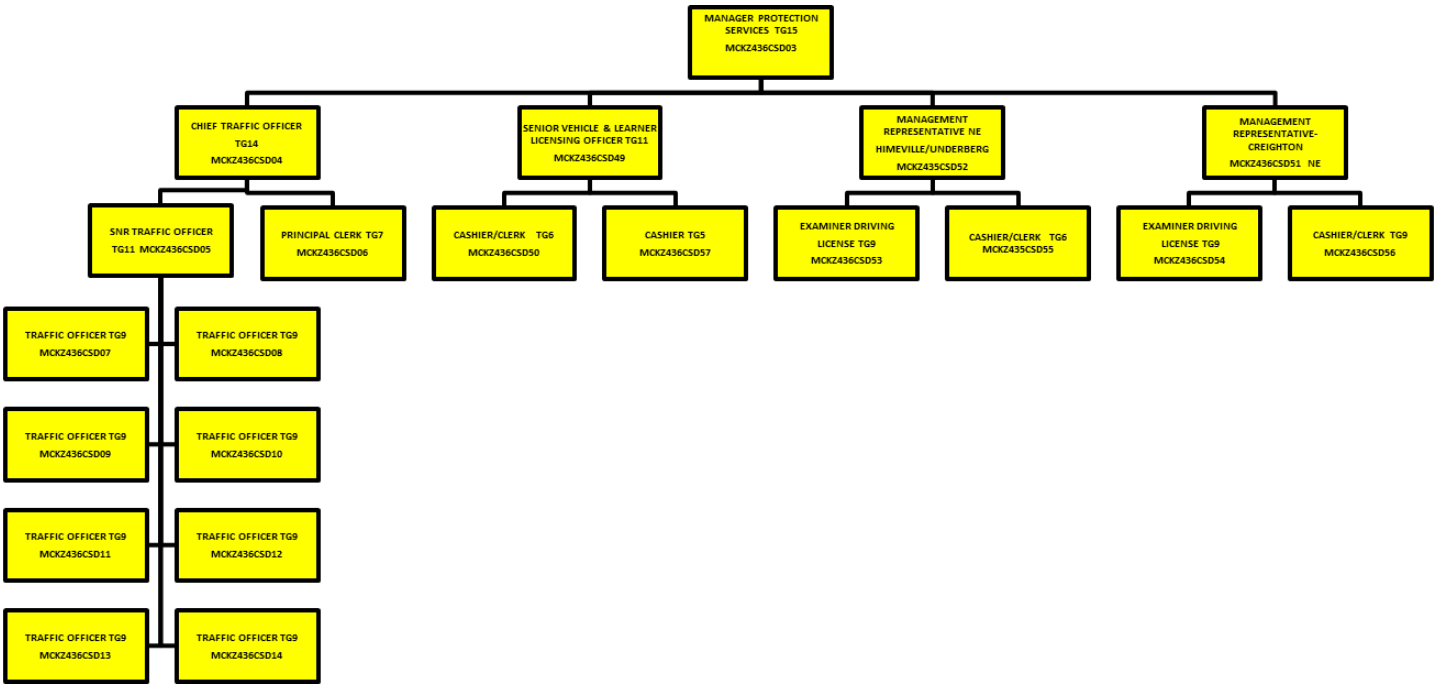
Figure 13: Finance Organogram

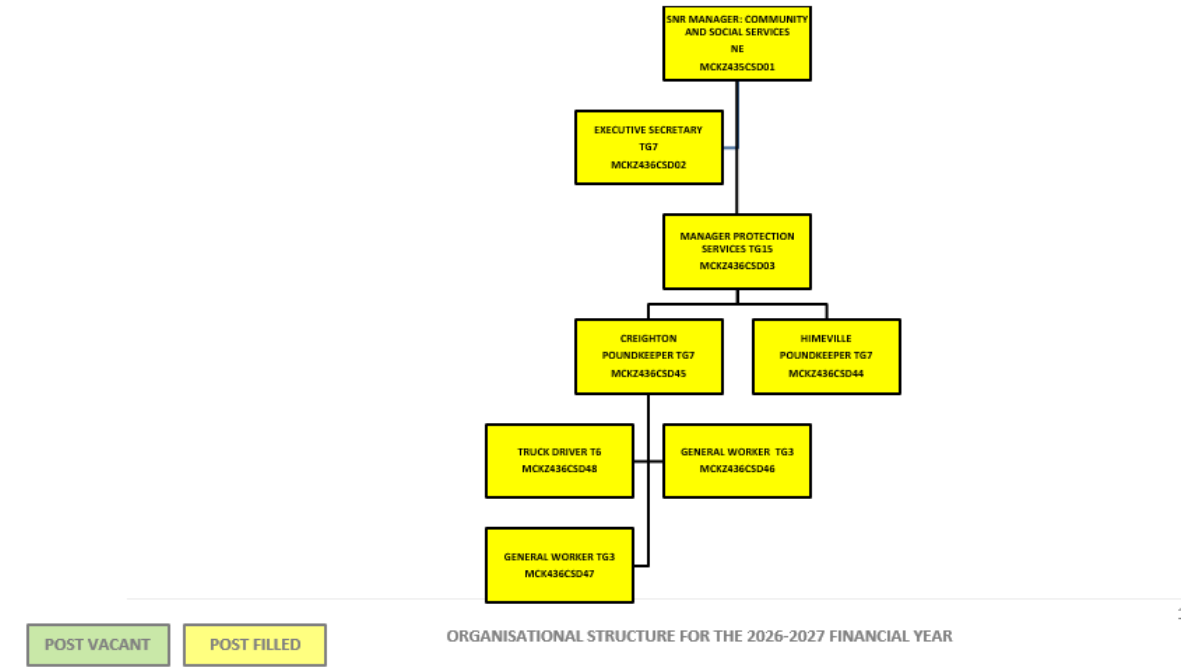

SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES
NE
MCK2436CSD01
EXECUTIVE SECRETARY
TG7
MCK2436CSD02
PRINCIPAL COMMUNITY PROGRAMMES OFFICER TG 11
MCK2436CSD017
MANAGER PROTECTION SERVICES TG15
MCK2436CSD03


SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES
NE
MCK2436CSD01
EXECUTIVE SECRETARY TG7
MCK2435CSD02
MANAGER PROTECTION SERVICES TG15
MCK2436CSD03
STATION COMMANDER TG12
MCK2436CSD058
DISASTER MANAGEMENT OFFICER TG12 MCK2436CSD42
FIRE FIGTHER TG9
MCK2436CSD59
FIRE FIGTHER TG9
MCK2436CSD60
PRINCIPAL CLERK DISASTER TG7
MCK2436CSD43
FIRE FIGHTER TG9
MCK2436CSD61
FIRE FIGHTER TG9
MCK2436CSD62
FIRE FIGHTER T09 X2
FIRE FIGHTER TG9
MCK2436CSD63




SNR: COMMUNITY AND SOCIAL SERVICES MANAGER
MCKZ436CSD01
EXECUTIVE SECRETARY TG7
MCKZ436CSD02
MANAGER PROTECTION SERVICES TG15
MCKZ436CSD03
SENIOR LIBRARIAN BULWER TG12
MCKZ436CSD26
SENIOR LIBRARIAN CREIGHTON TG12
MCKZ436CSD27
SENIOR LIBRARIAN UNDERBERG TG12
MCKZ436CSD28
NKWEZELA MODULAR ASSISTANT LIBRARIAN TG10
MCKZ436CSD30
ASSISTANT LIBRARIAN TG10
MCKZ436CSD29
LIBRARY ASSISTANT TG7
MCKZ436CSD38
ASSISTANT LIBRARIAN TG10
MCKZ436CSD31
LIBRARY ASSISTANT TG7
MCKZ436CSD36
LIBRARY ASSISTANT TG7
MCKZ436CSD37
LIBRARY ASSISTANT TG7
MCKZ436CSD39
LIBRARY ASSISTANT TG7
MCKZ436CSD40
CYBER CADET TG9
MCKZ436CS32
CYBERCADET TG9
MCKZ436CSD33
CYBER CADET TG9
MCKZ436CS35
CYBER CADET TG9
MCKZ436CSD34
GENERAL WORKER TG3
MCKZ436CSD41


MANAGER PROTECTION SERVICES TG15
MCKZ436CSD03
CHIEF TRAFFIC OFFICER TG14
MCKZ436CSD04
SENIOR VEHICLE & LEARNER LICENSING OFFICER TG11
MCKZ436CSD49
MANAGEMENT REPRESENTATIVE NE HIMEVILLE/UNDERBERG
MCKZ435CSD52
MANAGEMENT REPRESENTATIVE- CREIGHTON
MCKZ436CSD51 NE
SNR TRAFFIC OFFICER TG11 MCKZ436CSD05
PRINCIPAL CLERK TG7
MCKZ436CSD06
CASHIER/CLERK TG6
MCKZ436CSD50
CASHIER TG5
MCKZ436CSD57
EXAMINER DRIVING LICENSE TG9
MCKZ436CSD53
CASHIER/CLERK TG6
MCKZ435CSD55
EXAMINER DRIVING LICENSE TG9
MCKZ436CSD54
CASHIER/CLERK TG9
MCKZ436CSD56
TRAFFIC OFFICER TG9
MCKZ436CSD07
TRAFFIC OFFICER TG9
MCKZ436CSD08
TRAFFIC OFFICER TG9
MCKZ436CSD09
TRAFFIC OFFICER TG9
MCKZ436CSD10
TRAFFIC OFFICER TG9
MCKZ436CSD11
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MCKZ436CSD14



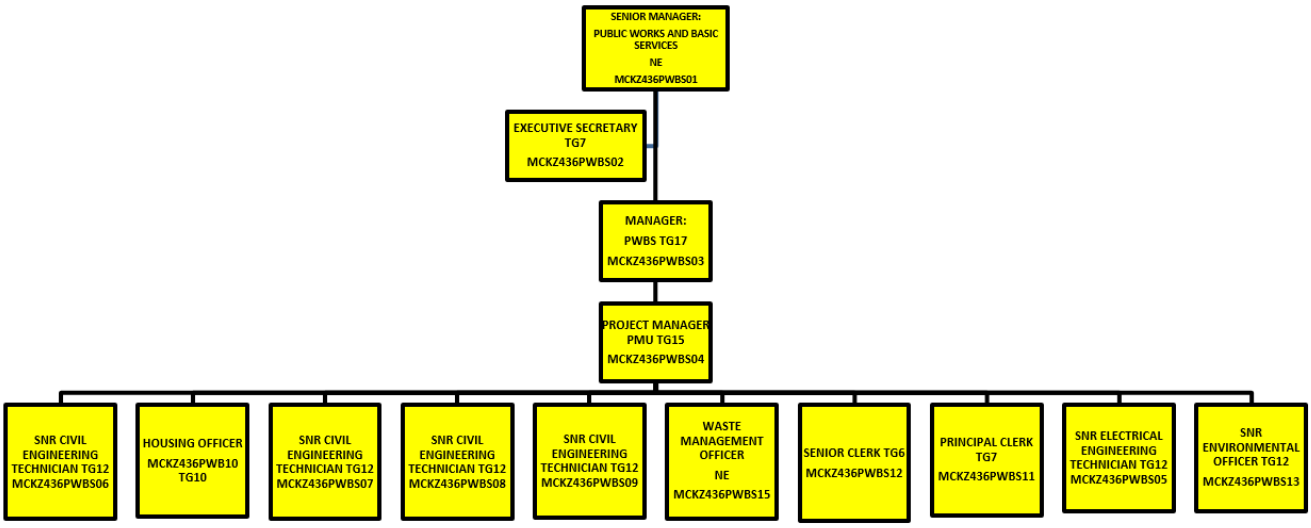
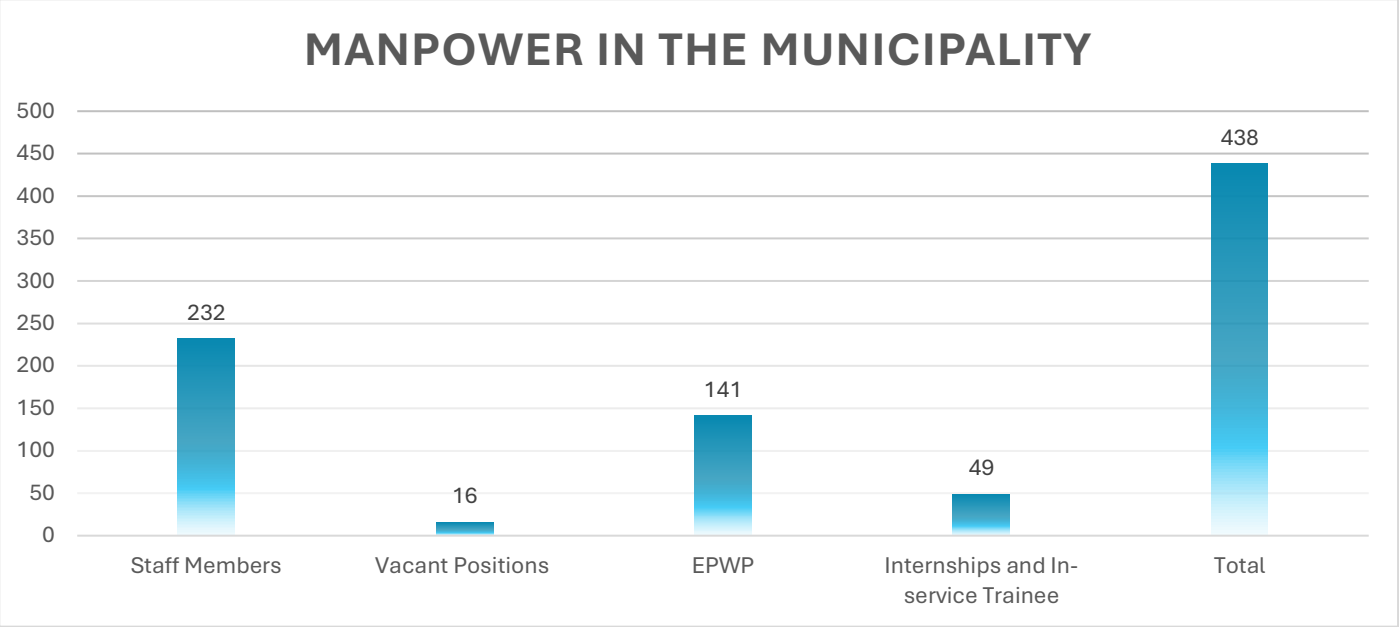


Figure 14: Community and Social Development Department Organogram

3.2.2. MANPOWER IN THE MUNICIPALITY

Table 59: Manpower in the municipality

Category of Manpower	Total number of manpower
Staff Members	232
Vacant Positions	16
EPWP	141
Internships and In-service Trainee	49
Total	**438**



The above table depicts the status of Manpower in the Municipality

3.3. LABOUR RELATIONS

Dr NDZ LM has a well-established LLF which is composed of 5 aside as per the Clause 11.8.1.6.2 of the Main Collective Agreement.This committee serves as a consultation forum for employee-related matters within the organization.
It is therefore imperative that this Forum seats as frequently as possible to address issues about Dr NDZ employees; however, the inability to have quorate scheduled meetings has made this a persistent challenge.

3.3.1. CURRENT STATUS

LLF is now fully functional and sits as and when required under the Collective Agreement. The Last sitting was in 1st December 2025 to discuss the following issues.

- Social Compact
- HR Policies
- Staff Establishment
- Performance Management

The Local Labour Forum consists of 10 members to form part of this committee, and the members of the committee are as follows;

- Mr. S.J Sondezi – Senior Manager Corporate Support Services

- Mr. S.V Mngadi- Senior Manager PWBS
- Vacant – Senior Manager Development and Town Planning
- Mr. M.M Dlamini – Councillor
- Mr. S.G Mkhize- Councillor
- Mr. V.S Chule- SAMWU Rep
- Mr. D.R Ngcobo- SAMWU Rep
- Mrs. N.N Ngcobo- SAMWU Rep
- Mr. P.M Gambu- IMATU Rep
- Ms.C.V Rowe- IMATU Rep

3.3.2. LEGAL MATTERS

The Municipality has recently appointed a new panel of Attorneys, and a handover process is in progress to ensure smooth transaction on legal issues. The following are the new law firms recently appointed;

- LLM Attorneys
- AV and Associate Attorneys
- DNM Attorneys
- Mhlanga Inc Attorneys

3.4. INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Systems Act No. 32 of 2000 requires that each municipality establish a Performance Management System that is: “commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators, and targets that are contained within the Integrated Development Plan (IDP).

PMS promotes accountability, continuous learning as well as informed decision making thus providing the municipality with an early warning system of impending deviations from the plan.

It is against this background that the management made a resolution to cascade IPMS

The following has been achieved

Development of Performance Plans

2024/25 Annual IPMS assessments on 16 September 2025

2025/2026 First quarter held on 08 December 2025

2025/2026 Second quarter assessments were conducted 18 March 2026

2025/2026 Third-quarter assessments are yet to be conducted

2026/2027 Annual IPMS assessment is yet to be conducted

All assessments went well, and employees seemed to adhere to the new norm of IPMS in the municipality

3.5. EMPLOYMENT EQUITY

Table 60: Employment Equity

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	0	0	0	2	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	9	0	0	0	4	0	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	41	1	0	0	33	0	0	2	0	0	73
Semi-skilled and discretionary decision making	38	1	0	0	22	2	0	2	0	0	64
Unskilled and defined decision making	48	0	0	0	24	0	0	0	0	0	72
TOTAL PERMANENT	139	2	0	0	81	2	0	4	0	0	228
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	140	2	0	0	84	2	0	4	0	0	332

The Employment Equity report was submitted to the Department of Employment & Labour on 15 January 2026.
The employment equity policy was adopted by Council on the 28th May 2026. The Municipality has an Employment equity plan in place, effective from October 2025- September 2030 (projections reflected in the table below), and must constantly work towards achieving the objectives set out in the plan, monitor and report on progress on an annual basis.

3.6. EMPLOYMENT WELLNESS / ASSISTANCE PROGRAMME

The Municipality prioritizes employee well-being through its Employee Assistance Programme policy approved by Council on the 28th of May 2026.The Municipality also has a Wellness Committee which convenes quarterly. This Committee ensures the implementation of initiatives promoting employee health and well-being. The Committee has developed a comprehensive Wellness Plan which guides all wellness-related activities including monthly presentations on health-related conditions and wellness programs addressing various aspects of employee well-being.
The Municipality has conducted 1 Wellness program in the 2025/26 financial year.
The program took place at Creighton Hall on the 11th of December 2025. Staff from all Municipal sites as well as Councillors, were in attendance. In this program external stakeholders were invited to speak to employees on issues related to financial management, mental health and Road safety awareness. An awards ceremony was incorporated into the program to acknowledge employees' exceptional contributions and dedication within their respective departments.

The Municipality has planned another wellness program scheduled for 18 June 2026.

3.7. EMPLOYEE ASSISTANT PROGRAM

The Municipality, through its Employee Assistance Programme (EAP), conducted awareness workshops at various municipal workstations on the 10th and 11th of March 2026, with the objective of keeping employees informed and abreast of the support services available to them. The workshops formed part of the Municipality's commitment to promoting employee wellness, productivity, and a healthy working environment.

3.7.1. PURPOSE OF THE WORKSHOPS

The workshops were aimed at:

- Creating awareness about the Employee Assistance Programme and its services.
- Educating employees on available psychosocial support mechanisms.
- Promoting mental health, wellness, and work-life balance.
- Encouraging employees to seek assistance when faced with personal or work-related challenges.
- Reinforcing the confidentiality and accessibility of EAP services

3.7.2. OUTCOMES

The workshops were well received by employees, who demonstrated increased awareness of EAP services and the importance of employee wellness. Employees were encouraged to utilize available support services whenever required and to promote a culture of wellness within their respective workstations.

3.8. SKILLS DEVELOPMENT (WORKPLACE SKILLS PLAN)

The skills audit is a process used to identify skills gaps and identify relevant training needs for the organization to realize its objectives. It serves as a tool to ensure the effective performance of employees

The 2026/2027 Workplace Skills Plan was developed and submitted to LGSETA within the prescribed timeframe i.e. 30th April 2026. Consultation was done with the Local Labour Forum. This plan informs the Annual Training for the financial year.

The current status, as per the table below, depicts training programs that have been attended in the current 2025/2026 financial year.

Table 61: Training intervenetion undertaken during the 2025/26 FY

Type Of Training Intervention	Name Of Training Provider	Total Number of Beneficiaries	Duration	Expenditure	Status
SAMRAS Admin Training	SolveM	3	2 days	R31 548,15	Completed
Antifraud and Corruption workshop	In-house	24	1 day	None	Completed
Records Management Workshop	Department of Sports and Arts & Culture	1	4 days	None	Completed
Risk Management Training	Institute of Risk Management	2	2 days	None	Completed
Unauthorized, Fruitless & Wasteful Expenditure	National School of Government	2	3 days	None	Completed
The SALGA Municipal legal Knowledge exchange & peer learning session	SALGA	2	1 day	None	Completed
Arbitration and Conciliation training	SALGA	2	1 day	None	Completed
Online disciplinary collective agreement training	SALGA	2	1 day	None	Completed
Digital Transformation Summit	SALGA	1	3 days	None	Completed
OHS ,IT, Auxiliary services policy workshop	In-house	38	1 day	None	Completed
The Workshop on promotional policies	SALGA	2	1 day	None	Completed

Anti-Corruption and Ethics Awareness Workshop		9	1 day	None	Completed
SASSA Annual Conference	SASSA	1	4 days	None	Completed
Workshop on Cascading of IPMS	In-house	45	2 days	None	Completed
Registry Management training	Department of Sports and Arts and Culture	3	4 days	None	Completed
OHS training	Ruudo Empowerment hub	7	3 days	None	Completed

Additionally, the Municipality has awarded internal bursaries as listed in the table below;

Table 62: Bursaries awarded

No	DESIGNATION	DESCRIPTION
1.	Revenue Administrator	Advanced Diploma in Accounting Science
2.	Assistant HR Manager	Bachelor of Laws
3.	Receptionist Bulwer CSC	Bachelor of Public Administration
4.	Executive Secretary to the Speaker	Higher Certificate in Project Management
5.	Skills Development Practitioner	Postgraduate Diploma in Project Management
6.	Senior Civil Engineer	Advanced Diploma in Engineering Technology: Civil Engineering
7.	Library Assistant	Bachelor of Commerce in Information and Technology Management
8.	Senior Tourism Officer	Postgraduate Diploma in Project Management
9.	Executive secretary: Community & Social Services	Postgraduate Diploma in Business Administration
10.	Senior Clerk: Records	Bachelor of Public Administration
11.	IPMS Officer	Bachelor's degree in accounting
12.	Traffic Officer	Higher Certificate in Law Enforcement
13.	Strategic Planning Manager	Post Graduate Diploma in Community Development
14.	Public Participations Officer	Advanced Diploma in Management
15.	Senior Clerk: Assets Management	Post-Graduate Diploma in Assets Management
16.	Executive Secretary: DTPS	Postgraduate Diploma: Information Technology Management
17.	Senior Librarian: Himeville	Doctorate: Theses: Library & Information Science

18.	HR Officer	Bachelor of Laws
19.	Senior Manager: Corporate Support Services	Bachelor of Laws
20.	Postgraduate	Postgraduate Diploma in Public Financial Management

3.8.1. MUNICIPAL FINANCE MANAGEMENT PROGRAMME (MFMP).

The MFMP is designed to enhance the financial skills of employees within the public sector, ultimately improving service delivery. This programme assists public sector employees in understanding the dynamics of reporting requirements, developing a key understanding of financial and accounting concepts and principles, developing the skills to use tools to make correct calculations, and taking appropriate and financially sound decisions in the public sector.

The Municipality enrolled 2 employees for this programme at the beginning of 2025, the employees have successfully completed in October 2025 and they are as follows; -

- 1 Female Senior Manager: Community and Social Services
- 1 Male Senior Clerk -Payroll

F5. NUMBER OF BENEFICIARIES BY OCCUPATION CATEGORY, GENDER, POPULATION GROUP, DISABILITY AND AGE for 1 May 2025 - 30 April 2026 - EMPLOYED

Table 63: Number of staff employed by category

Occupational Category	OFO Code	Occupation	FA	FC	FI	FW	MA	MC	MI	MW	Total	DA	DC	DI	DW	Total	<35	35 to 55	>55	Total
2021-1	2021-111101-9 Mayor	LEGISLATORS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
LEGISLATORS Totals			1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-111203-5 Municipal Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	1
2021-1	2021-111207 Senior Government Manager	MANAGERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-111207-4 Head of Department	MANAGERS	1	0	0	0	1	0	0	0	2	1	0	0	0	1	0	2	0	2
2021-1	2021-112101-7 Executive Director	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-121101-5 Account Systems Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-1	2021-121104 Internal Audit Manager	MANAGERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-121201 Human Resource Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-121903	MANAGERS	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	1	0	1
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	Physical Asset Manager																			
2021-1	2021-121905 Programme or Project Manager	MANAGERS	1	0	0	0	1	0	0	0	2	0	0	0	0	0	0	1	1	2
2021-1	2021-132401-12 Supply Chain Manager	MANAGERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-133101-3 ICT / IT Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-134402 Community Development Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-1	2021-134919 Traffic and Law Enforcement Manager	MANAGERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-1	2021-143901-3 Garden / Park Manager	MANAGERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
MANAGERS Totals			6	0	0	0	9	1	0	0	16	1	0	0	0	1	0	14	2	16
2021-2	2021-213302-5 Environmental Officer	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-214102-3 Supply Chain Technologist	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-226302-2	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	Occupational Health and Safety Advisor																			

2021-2	2021-226302-3 Occupational Safety and Health (OSH) Advisor / Coordinator / Officer / Professional	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-241101 General Accountant	PROFESSIONALS	0	0	0	0	3	0	0	0	3	0	0	0	0	0	0	3	0	3
2021-2	2021-242101 Management Consultant	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-242102-1 Organisational Performance Manager / Practitioner	PROFESSIONALS	1	0	0	0	1	0	0	0	2	0	0	0	0	0	1	1	0	2
2021-2	2021-242102-6 Business / Community / Disability Liaison Officer	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-242211 Internal Auditor	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-2	2021-242302 Skills Development	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	Practitioner																			
2021-2	2021-243103-3 Tourism Officer	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	1
2021-2	2021-243201 Communication Coordinator	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-243201-8 Internal / Employee Communication Coordinator	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-251203-3 ICT Programmer	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-252201-8 Network / Computer System Coordinator	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-2	2021-262201 Librarian	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-2	2021-263508 Child and Youth Care Worker	PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-2	2021-263512 Community Development Practitioner	PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
PROFESSIONALS Totals			9	0	0	0	12	0	0	0	21	0	0	0	0	0	3	17	1	21
2021-3	2021-311201	TECHNICIANS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	Civil Engineering Technician	AND ASSOCIATE PROFESSIONALS																		
2021-3	2021-311203 Town Planning Technician	TECHNICIANS AND ASSOCIATE PROFESSIONALS	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	1	1	2
2021-3	2021-311902-1 Fire Inspector	TECHNICIANS AND ASSOCIATE PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-3	2021-315401 Traffic Controller	TECHNICIANS AND ASSOCIATE PROFESSIONALS	3	0	0	0	1	0	0	0	4	0	0	0	0	0	2	2	0	4

2021-3	2021-325705-13 Housing Inspector	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-331201-6 Financial Accounting Plan Officer	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-331201-7 Budgeting and Reporting Officer	TECHNICIANS AND ASSOCIATE PROFESSIONALS	2	0	0	0	0	0	0	0	2	0	0	0	0	0	1	1	0	2
2021-3	2021-333905 Supply Chain Practitioner	TECHNICIANS AND ASSOCIATE PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-333905-1 Supply Chain Administrator	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	1	0	0	0	2	0	0	0	0	0	0	2	0	2
2021-3	2021-334302 Personal	TECHNICIANS AND ASSOCIATE	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	Assistant	PROFESSIONALS																		

2021-3	2021-335913 Building Inspector	TECHNICIANS AND ASSOCIATE PROFESSIONALS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-341201 Auxiliary Community Development Practitioner	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-341201-1 Community Development Facilitator	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-3	2021-341201-3 Community Development Officer	TECHNICIANS AND ASSOCIATE PROFESSIONALS	1	0	0	0	1	0	0	0	2	0	0	0	0	0	1	1	0	2
TECHNICIANS AND ASSOCIATE PROFESSIONALS Totals			13	0	0	0	8	0	0	0	21	0	0	0	0	0	6	14	1	21
2021-4	2021-411101 General Clerk	CLERICAL SUPPORT WORKERS	1	1	0	0	2	0	0	0	4	0	0	0	0	0	1	2	1	4
2021-4	2021-411101-13 Administrative Assistant	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-4	2021-411101-9 Administration Clerk / Officer	CLERICAL SUPPORT WORKERS	3	0	0	0	0	0	0	0	3	0	0	0	0	0	3	0	0	3
2021-4	2021-412101 Secretary	CLERICAL SUPPORT	4	0	0	0	1	0	0	0	5	0	0	0	0	0	1	4	0	5
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
	(General)	WORKERS																		
2021-4	2021-422501-2 Corporate / Front Office Receptionist	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-4	2021-422501-3 Client Liaison Officer	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-4	2021-431101-5 Assets Clerk / Coordinator	CLERICAL SUPPORT WORKERS	1	0	0	0	1	0	0	0	2	0	0	0	0	0	1	1	0	2
2021-4	2021-431101-6 Accounting Clerk	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-4	2021-432101-15 Supply Clerk / Assistant / Officer / Scheduler	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-4	2021-432301-4 Fleet Contracts Manager / Controller / Coordinator	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-4	2021-441501 Filing or Registry Clerk	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-4	2021-441501-6 Information and Records Manager /	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

Occupational Category	OFO Code	Occupation	FA	FC	FI	FW	MA	MC	MI	MW	Total	DA	DC	DI	DW	Total	<35	35 to 55	>55	Total
	Coordinator																			
2021-4	2021-441501-9 Registry Office Keeper	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-4	2021-441601 Human Resources Clerk	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-4	2021-441903-15 Senior Officer	CLERICAL SUPPORT WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-4	2021-441903-7 Administrator	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-4	2021-441905-1 Communication Clerk / Assistant	CLERICAL SUPPORT WORKERS	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	1
CLERICAL SUPPORT WORKERS Totals			15	1	0	0	11	0	0	0	27	0	0	0	0	0	12	14	1	27
2021-5	2021-516401-3 Pound Keeper	SERVICE AND SALES WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-5	2021-541101 Fire Fighter	SERVICE AND SALES WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

2021-5	2021-541201 Traffic Officer	SERVICE AND SALES WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1
2021-5	2021-541201-6 Traffic Safety Coordinator /	SERVICE AND SALES WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1

Occupational Category	OFO Code	Occupation	FA	FC	FI	FW	MA	MC	MI	MW	Total	DA	DC	DI	DW	Total	<35	35 to 55	>55	Total
	Officer																			
2021-5	2021-541401-8 Guard	SERVICE AND SALES WORKERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
SERVICE AND SALES WORKERS Totals			0	0	0	0	5	0	0	0	5	0	0	0	0	0	2	3	0	5
2021-7	2021-732101 Delivery Driver	PLANT AND MACHINE OPERATORS AND ASSEMBLERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-7	2021-732101 Delivery Driver	PLANT AND MACHINE OPERATORS AND ASSEMBLERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	1
2021-7	2021-732101-7 Driver-messenger	PLANT AND MACHINE OPERATORS AND ASSEMBLERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1
2021-7	2021-733201 Truck Driver (General)	PLANT AND MACHINE OPERATORS AND ASSEMBLERS	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1

PLANT AND MACHINE OPERATORS AND ASSEMBLERS Totals			0	0	0	0	4	0	0	0	4	0	0	0	0	0	0	3	1	4
2021-8	2021-862202-5 General Worker	ELEMENTARY OCCUPATIONS	14	0	0	0	15	0	0	0	29	0	0	0	0	0	0	24	5	29
ELEMENTARY OCCUPATIONS Totals			14	0	0	0	15	0	0	0	29	0	0	0	0	0	0	24	5	29
Occupational Category	**OFO Code**	**Occupation**	**FA**	**FC**	**FI**	**FW**	**MA**	**MC**	**MI**	**MW**	**Total**	**DA**	**DC**	**DI**	**DW**	**Total**	**<35**	**35 to 55**	**>55**	**Total**
Totals			58	1	0	0	64	1	0	0	124	1	0	0	0	1	23	90	11	124

3.9. SKILLS DEVELOPMENT SUBMISSION

3.9.1. MANDATORY GRANTS

Mandatory grants are designed to encourage the levy paying employers to plan & implement training for their employees and create training and work experience opportunities for the employed and unemployed people. LGSETA allocates 20% of the skills development levy (1%) to the mandatory grants and payment is made to an employer who has submitted a Workplace Skills Plan (WSP) and an Annual Training Report (ATR). The WSP must be submitted by the 30" of April of each year and it must be in an approved template accompanied by all supporting documents Dr Nkosazana Dlamini –Zuma Municipality submits it to WSP on an annual basis.

Dr. Nkosazana Dlamini Zuma Local Municipality received the following mandatory grant for R83 872,99

3.9.2. DISCRETIONARY GRANTS

This is a type of grant that is paid to institutions at the discretion of the SETA. In local government, a key focus of discretionary grants is to ensure proper implementation and achievement of the goals and objectives of the LGSETA. Once the Accounting Authority of LGSETA has approved a list of discretionary grants for a particular funding window, municipalities are encouraged to submit applications which must be aligned to the WSP and IDP, Sector Skills Plan, and Strategic Priorities (strategic focus areas).

The Funding is divided between Special Projects and Regular Projects, LGSETA shall direct funds to programs by allocating a minimum of 80% to PIVOTAL Programmes (Professional, Vocational, Technical, and Academic Learning) linked to fully occupationally-directed qualifications that are credit-bearing.

A maximum of 20% is directed to other programs or SETA-related initiatives. In allocating the discretionary funds, LGSETA will prioritize the PIVOTAL program taking into account priorities for each year as set out in the strategic plan and annual performance plan also guided by the Sector Skills plan.

F6. List of learning interventions by name - Employed

Table 64: List of learning interventions by name

LGSETA Strategic Focus Area	Municipal Key Performance Area	OFO Code	Skills Gap	Other Skills Gap	Type of learning intervention	Programme Code	Programme Name	Name of learning intervention (Other)	NQF Level	Funded By	Number of Male Beneficiaries	Number of Female Beneficiaries	Total Beneficiaries
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-121101-10 Financial Administration Manager	Public Finance Management for Non Finance Managers		Short Programmes (non-credit bearing)	SP0263	Public Finance Management for Non Finance Managers	Unauthorised Fruitless and wasteful Expenditure	NQF Level 3	Other	1	1	2
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-121101-9 Municipal Finance Manager	Municipal Systems and Legislation		Short Programmes (non-credit bearing)	SP0220	Municipal Systems and Legislation	Municipal System Finance Programme	NQF Level 3	Other	1	1	2
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-121202-7 Training & Development Manager	Individual and Team Performance Management		Short Programmes (non-credit bearing)	SP0155	Individual and Team Performance Management	Individual Performance Management Training	NQF Level 3	Other	2	0	2
Enhancing Good Governance, Leadership and	Good Governance and the linking of democracy	2021-121301-3 Public Policy Manager	Policy Development and Implementation		Short Programmes (non-credit bearing)	SP0240	Policy Development and Implementation	Arbitration and Conciliation Training	NQF Level 3	Other	2	0	2

Management Capabilities													
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-121301-4 Policy Development Manager	Legislation and Policy		Qualifications	117039	Bachelor of Laws	Bachelor of Laws	NQF Level 8	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-121301-4 Policy Development Manager	Legislative and Regulatory Framework for Local Government		Short Programmes (non-credit bearing)	SP0192	Legislation and Policy	SALGA Legal Knowledge Exchange and Peer Learning Session	NQF Level 3	Other	2	0	2
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-121301-4 Policy Development Manager	Policy Development and Implementation		Short Programmes (non-credit bearing)	SP0240	Policy Development and Implementation	The workshop On Promotional Policies	NQF Level 3	Other	2	0	2
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-121301-4 Policy Development Manager	Policy Development and Implementation		Short Programmes (non-credit bearing)	SP0240	Policy Development and Implementation	Online disciplinary collective agreement training	NQF Level 3	Other	2	0	2

Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-121903 Physical Asset Manager	Asset Management Skills		Short Programmes (non-credit bearing)	SP0024	Asset Management	Training in Asset Management	NQF Level 3	Other	3	1	4
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-122101-4 Business Support Manager	Supply Chain Management		Short Programmes (non-credit bearing)	SP0320	Supply Chain Management	SCM Demand Management Training	NQF Level 3	Other	10	10	20
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	2021-133101-3 ICT / IT Manager	ICT Maintenance and Planning		Short Programmes (non-credit bearing)	SP0152	ICT Maintenance and Planning	Digital Transformation Summit	NQF Level 3	Other	1	0	1
Enhancing Good	Good Governance	2021-134907	Archives and		Short Programmes	SP0277	Records and	Record	NQF Level 3	Other	0	1	1

LGSETA Strategic Focus Area	Municipal Key Performance Area	OFO Code	Skills Gap	Other Skills Gap	Type of learning intervention	Programme Code	Programme Name	Name of learning intervention (Other)	NQF Level	Funded By	Number of Male Beneficiaries	Number of Female Beneficiaries	Total Beneficiaries
Governance, Leadership and Management Capabilities	and the linking of democracy	Archives Manager	Records Management		(non-credit bearing)		Archives Management	Management					

Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-134907 Archives Manager	Archives and Records Management		Short Programmes (non-credit bearing)	SP0022	Archives and Records Management	SASSA Annual Conference	NQF Level 3	Other	1	0	1
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	2021-134919 Traffic and Law Enforcement Manager	Traffic Safety		Short Programmes (non-credit bearing)	SP0342	Traffic Policing	Firearm Refresher Training	NQF Level 3	Other	4	3	7
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-214401-11 Mechanical Engineer (Mines)	Mechanical Engineering		Qualifications			Advanced Diploma Engineering Technology: Civil Engineering	NQF Level 8	Other	0	1	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-216401-3 Traffic and Transport Planner	Law Enforcement and By-Laws		Qualifications	115558	Bachelor of Public Administration	Bachelor's Degree in Public Management	NQF Level 8	Other	1	0	1
Enhancing Good Governance, Leadership and	Good Governance and the linking of democracy	2021-226302-2 Occupational Health and Safety Advisor	Occupational Health and Safety		Short Programmes (non-credit bearing)	SP0223	Occupational Health and Safety	Occupational Health and Safety and Environmental	NQF Level 3	Other	6	1	7

Management Capabilities								Management					
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-241101-3 Performance audit manager	Performance Management and Reporting		Short Programmes (non-credit bearing)	SP0235	Performance Management and Reporting	Individual Performance Management Training	NQF Level 4	Other	1	1	2
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242101 Management Consultant	Administrative Management		Qualifications	111427	Advanced Diploma in Management Sciences	Advanced Diploma in management	NQF Level 8	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242101-3 Business Support Project Manager	Project Management		Qualifications	62110	Postgraduate Diploma in Project Management	Post Graduate Diploma in Project management	NQF Level 8	Other	1	1	2
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242208-5 Organisational Risk Adviser	Risk Management		Short Programmes (non-credit bearing)	SP0286	Risk Management	Risk Management	NQF Level 3	Other	0	2	2

Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242208-5 Organisational Risk Adviser	Risk Management		Short Programmes (non-credit bearing)	SP0286	Risk Management	Risk Champians	NQF Level 3	Other	5	2	7

LGSETA Strategic Focus Area	Municipal Key Performance Area	OFO Code	Skills Gap	Other Skills Gap	Type of learning intervention	Programme Code	Programme Name	Name of learning intervention (Other)	NQF Level	Funded By	Number of Male Beneficiaries	Number of Female Beneficiaries	Total Beneficiaries
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242208-5 Organisational Risk Adviser	Risk Management		Short Programmes (non-credit bearing)	SP0286	Risk Management	Audit and Risk Indaba	NQF Level 3	Other	1	6	7
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-242209 Accounting Officer	Accounting		Qualifications			Advanced Diploma in Accounting Sciences	NQF Level 8	Other	0	1	1
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-242209 Accounting Officer	Accounting		Qualifications	112101	Bachelor of Accounting	Bachelor of Accounting Science	NQF Level 7	Other	1	0	1
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-242209 Accounting Officer	Accounting		Qualifications	116106	Bachelor of Commerce in Management Accounting	Post Graduate Diploma in Public Financial Management.	NQF Level 7	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242210 Business Administrator	Business Management		Qualifications	81890	Bachelor of Business Management	Bachelor's in business Administration	NQF Level 7	Other	0	1	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242210 Business Administrator	Business Administratioin		Qualifications	97200	Postgraduate Diploma in Business Administration	Post Graduate Diploma in Business Administration	NQF Level 8	Other	0	1	1

Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management	2021-242215-2 Fraud Analyst	Policy Development and Implementation		Short Programmes (non-credit bearing)	SP0194	Legislative and Regulatory Framework for Local Government	Anti-Fraud and Corruption	NQF Level 3	Other	15	12	27
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242302 Skills Development Practitioner	Systems Administration		Short Programmes (non-credit bearing)	SP0324	Systems Administration	Skills Development Programme	NQF Level 3	Other	0	1	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-242304-7 Employment Relations Officer	Labour Relations in the Workplace		Short Programmes (non-credit bearing)	SP0199	Local Government Labour Law	Employment Equity	Below NQF Level 1	Other	1	1	2
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	2021-243201-12 Press Officer / Secretary	IT Programmes		Qualifications	100791	Diploma in Information Technology	Post graduate Diploma in IT	NQF Level 8	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-243201-12 Press Officer / Secretary	Project Management		Qualifications	118438	Higher Certificate in Project Management	Higher certificate in Project Management	NQF Level 5	Other	1	0	1
Enhancing Good Governance, Leadership and Management	Good Governance and the linking of democracy	2021-261102 Administrative Lawyer	Labour Law		Qualifications	117039	Bachelor of Laws	Bachelor of Laws	NQF Level 8	Other	1	0	1

LGSETA Strategic Focus Area	Municipal Key Performance Area	OFO Code	Skills Gap	Other Skills Gap	Type of learning intervention	Programme Code	Programme Name	Name of learning intervention (Other)	NQF Level	Funded By	Number of Male Beneficiaries	Number of Female Beneficiaries	Total Beneficiaries
Capabilities													
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-261102 Administrative Lawyer	Labour Law		Bursaries	73057	Bachelor of Laws	Bachelor of Laws	NQF Level 8	Other	1	0	1

Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-262101-8 Archives Officer	Records and Archives Management		Qualifications	72992	Postgraduate Diploma in Records and Archives Management	Bachelor of Record and Archive Management	NQF Level 7	Other	0	1	1
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	2021-262201 Librarian	Library Management		Qualifications	113973	DOCTOR OF PHILOSOPHY: LIBRARY AND INFORMATION SCIENCE	Doctorate Theses: Library & Information Sciences	NQF Level 10	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-262202-3 Knowledge Management Officer	Performance Management and Reporting		Short Programmes (non-credit bearing)	SP0235	Performance Management and Reporting	Performance Management	NQF Level 3	Other	1	1	2
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	2021-262202-7 Information System Consultant	IT Programmes		Qualifications	6333	Bachelor of Science: Information Technology: Computer Systems	Bachelor in Information Technology	NQF Level 7	Other	1	0	1
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy	2021-263512 Community Development Practitioner	Community Development Awareness		Qualifications	97260	Bachelor of Community Development	Graduate Diploma in Community Development	NQF Level 8	Other	0	1	1
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	2021-311501-8 Fire Protection Installer / Commissioner	Fire Fighting		Short Programmes (non-credit bearing)	SP0131	Fire Fighting	Fire Prevention Training	NQF Level 3	Other	3	1	4
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	2021-351201 ICT Communications Assistant	IT Programmes		Short Programmes (non-credit bearing)	SP0152	ICT Maintenance and Planning	SAMRAS Admin Training	NQF Level 3	Other	3	0	3
Promoting Spatial Transformation and Inclusion	Sustainable Local Economic Development	2021-351201-3 ICT Systems Analysis Assistant	IT Programmes		Short Programmes (non-credit bearing)	SP0152	ICT Maintenance and Planning	ICT Conference	NQF Level 3	Other	1	0	1
Totals											80	52	132

3.10. OCCUPATIONAL HEALTH AND SAFETY

The Dr Nkosazana Dlamini Zuma Local Municipality has an OHS Officer appointed to deal with issues of Health and Safety. The Municipality has an Occupational Health and Safety policy in place, which was adopted by Council on the 28th of May 2026. The Occupational Health and Safety committee is functional, and it has developed an OHS Plan, which is waiting for approval by the Municipal Manager. The OHS Committee sits on a quarterly basis discussing issues emanating from site inspections and incident registers. This committee serves as a sub-committee of the Local Labour Forum and submits OHS reports to MANCO for consideration.

Currently, the OHS Committee has developed Terms of Reference, which guide OHS meetings.

In the 2025-2026 financial year, the OHS Unit achieved the following:

Table 65: OHS Achievements

PROJECTS	SITES	TIME FRAME	DATE ACHIEVED	UPCOMING DATE
Servicing of Fire Hydrants, Hose Reels and Fire Extinguishers.	Creighton Licensing, Creighton B Creighton Pound, Creighton Library, Donnybrook Compound, Bulwer CSC, Bulwer Library, Bulwer Park Home, Tourism Office, Himeville Transfer Station. Creighton Main Building, Himeville Main Building, Underberg Library, Himeville Pound, Himeville Workshop, Disaster Emergency Centre, Nkwezela Library	Annually Basis.	19 November 2025	30 November 2026
Evacuation Drills.	Nkwezela Library Bulwer Library Creighton Main Building Donnybrook Compound	Quarterly Basis	31 July 2025 04 November 2025 25 February 2026 30 April 2026	Q1 Q2 Q3 Q4
Medical Examinations	Employees in Different Sites	As and when required	In Progress	In Progress

Inspection of First Aid Boxes.	All Municipal Sites.	Quarterly Basis.	01St July 2025 Till 30th March 2026	Q1 Q2 Q3
Enforcement of OHS Policy and Regulations	All Municipal Sites	Annually	02 September 2025	Q1 2025/2026
Risk Assessment	All Municipal Sites	Ongoing/ As and when required	16th July 2025	Q1 2025/2026

3.11. DR NDZ OCCUPATIONAL HEALTH AND SAFETY PLAN 2026/2027

OHS plan has been developed to support strategic direction in the management of OHS. The key result areas have been identified through a risk assessment approach in the area of injury prevention and legislative compliance and a commitment to the Occupational Health and Safety continuous improvement.

Table 66: OHS Safety Plan

KEY RESULT AREA	RESPONSIBILITY	TIME FRAME
ENCOURAGE MANAGEMENT & STAFF PARTICIPATION IN OHS MATTERS Organize OHS training/workshop for staff members Submit regular OHS reports to MANCO	OHS Officer ASS.HR Manager	Q2 2026/2027
REDUCE WORKPLACE INJURIES AND ILLNESS Implement Risk Assessment measures regularly Investigate incidents and provide mitigation strategies using annexure1 Conduct Workshops/Trainings for OHS committee. Ensure Medical Surveillance, Hepatitis B injection and Trainings to relevant occupations as required Conducted Emergency Evacuation Drills Conduct Sites Inspections	OHS unit & OHS Committee OHS Officer/OHS Committee OHS Officer/OHS Committee OHS Officer OHS Unit / Fire and Rescue Unit. OHS Committee	Ongoing Ongoing Ongoing As and when required. Quarterly basis Quarterly Basis

CONTINUOUSLY IMPROVE OHS MANAGEMENT To encourage management to intervene on OHS issues. To review all the documents used for safety purposes e.g. OHS Policy and OHS Framework Monitor and ensuring timeous servicing of Fire Equipment's	MANCO OHS unit/ Committee OHS Officer/OHS Committee	Ongoing Ongoing Quarterly
Tool Box Registers	OHS Representatives/ OHS Unit.	Quarterly Basis Q1 Q2 Q3
Hepatitis B Injection	OHS Representatives/ OHS Unit.	As and when required

3.12. INFORMATION AND COMMUNICATION TECHNOLOGY

The ICT governance framework and ICT policies were adopted by the council on the 28th May 2026 and are reviewed on an annual basis.

The ICT Steering Committee was established however its functionality needs to be strengthened through a capacity-building program. The ICT unit plans to approach one of the contracted service providers to train ICT steering committee members.

The ICT governance framework ensures the alignment of decision-making for ICT planning, policies, and operations in order to achieve business objectives, ascertain that risks are managed appropriately, and verify that resources are being used responsibly and strategically.

The ICT strategy serves to improve Information and Communication Technology in the organization and align it with the new business processes and strategy of the organization. ICT Strategy helps to identify the key elements for the effective management of information and technology, to ensure that corporate information and ICT systems are secure, protected, tested, controlled, developed, maintained in line with corporate objectives, and to respond to emerging trends.

Below is a list of approved ICT Policies

Table 67: ICT Policies

No.	Policies	Unit	Frequency of Review	Adoption Date
1.	Dr NDZ ICT Helpdesk and Incident Management Policy	ICT	Annually	28 May 2026
2.	Dr NDZ Municipality ICT Governance Framework	ICT	Annually	28 May 2026
3.	ICT Change Management Policy	ICT	Annually	28 May 2026
4.	ICT Data Backup and Recovery Policy	ICT	Annually	28 May 2026
5.	ICT Disaster Recovery Plan	ICT	Annually	28 May 2026
6.	ICT Security Control Policy	ICT	Annually	28 May 2026
7.	ICT SLA Management Policy	ICT	Annually	28 May 2026
8.	ICT User Access Management Policy	ICT	Annually	28 May 2026
9.	Patch Management and System Updates Policy	ICT	Annually	28 May 2026
10.	DR NDZLM Risk Management Framework	ICT	Annually	28 May 2026
11.	DR NDZ ICT Cyber Security Policy	ICT	Annually	28 May 2026
12.	ICT Strategy	ICT	Annually	28 May 2026
13.	ICT Business Continuity Plan	ICT	Annually	28 May 2026

In the 2026/2027 financial year.
The ICT Unit will embark on the following:

- Procurement of **Microsoft 365 Volume Licence**: This allows users to access documents and emails from anywhere. It also allows users to use MS Teams more effectively and efficiently. However, there is still a need to increase the number of licenses
- Procurement of **Adobe Acrobat Pro Volume License**: This allows users to sign documents electronically and provides access to other special features. However, there is still a need to increase the number of licenses
- Review of **ICT Disaster Recovery** and **ICT Business Continuity Plans**.
- Review of **ICT Steering Committee** Terms of References.
- Monitoring of the **Daily Backup** for Finance and SCM (SAMRAS) system.

- ☞ Review of **ICT Strategy** and **RISK MANAGEMENT FRAMEWORK**
- ☞ Cyber Security Awareness
- ☞ Server Room Maintenance.
- ☞ Implementation of Offsite Backup
- ☞ Implementation of Helpdesk System
- ☞ VPN and Firewall configurations: configuration of the second firewall that will be monitored internally is underway

3.13. AUXILIARY SERVICES

3.13.1. COUNCIL SUPPORT

The municipality adopts on an annual basis institutional calendar which informs the sitting of council committees and council sittings. Council resolutions are recorded in the municipality's Resolution book and are circulated to the relevant departments for execution and monitored on a quarterly basis.

Dr Nkosazana Dlamini Zuma Municipal Council is consists of 29 Councillors as reflected below;

Table 68: Composition of Council.

Political Party	Number
African National Congress (ANC)	16
Democratic Alliance (DA)	3
Economic Freedom Fighters (EFF)	6
Inkatha Freedom Party (IFP)	4
TOTAL	**29**

- ☞ Participation of Traditional Leaders

Two (2) traditional Leaders are participating in the Council.

- ☞ The Speaker

The Speaker is Cllr Sifiso Phoswa (ANC)

- ☞ Council Whip

The Council Whip is Cllr Vusi A.T Mthembu (ANC)

The Executive Committee is made of 5 Councilors as reflected in Table 2 below:

Table 69: Details of members of the Executive Committee

No.	Initials and Surname	Title	Political Party
1.	Cllr Precious Sindisiwe Msomi	Chairperson/ Mayor	ANC
2.	Cllr Kholeka Annacleta Hadebe	Member/ Deputy Mayor	ANC
3.	Cllr Hamilton Skhumbuzo Mlibeni	Member	ANC
4.	Cllr Nhlanhla Dlamini	Member	IFP
5.	Cllr Nokwanda Dlamini	Member	EFF

3.13.2. THE PORTFOLIO COMMITTEES

Dr Nkosazana Dlamini Zuma Municipality has Portfolio Committees as reflected in the table below:

Table 70: Portfolio Committees

NO.	Initials and Name	Position/Role	Political Party	
1.	P.S. Msomi	Chairperson	ANC	**Finance Committee**
2.	B.B. Ntshiza	Member	ANC	
3.	I.T. Shoba	Member	ANC	
4.	N.C. Dlamini	Member	IFP	
5.	D.R. Ngcamu	Member	D.A.	
1.	P.S. Msomi	Chairperson	ANC	**Corporate Support Service Committee**
2.	X. Zamisa	Member	ANC	
3.	S.G. Mkhize	Member	ANC	
4.	M.M. Dlamini	Member	ANC	
5.	S.J. Phakathi	Member	IFP	
6.	N Zikode	Member	EFF	
7.	S.A Zondi	Member	EFF	
1.	K.A. Hadebe	Chairperson	ANC	**Public Works and Basic Services Committee**
2.	T.E. Mdladla	Member	ANC	
3.	P.N. Mdlangathi	Member	ANC	
4.	V.A.T. Mthembu	Member	ANC	

NO.	Initials and Name	Position/Role	Political Party	
5.	N P Mbona	Member	EFF	
1.	K.A. Hadebe	Chairperson	ANC	**Development and Town Planning Committee**
2.	S.G. Mkhize	Member	ANC	
3.	B.B. Khathi	Member	ANC	
4.	I.T. Shoba	Member	ANC	
5.	N.P. Zulu	Member	IFP	
6.	P.K. Memela	Member	EFF	
1.	H.S. Mlibeni	Chairperson	ANC	**Community and Social Services Committee**
2.	B.B. Ntshiza	Member	ANC	
3.	M.M. Dlamini	Member	ANC	
4.	B.R. Memela	Member	ANC	
5.	D P Sithole	Member	EFF	
6.	N.C. Dlamini	Member	IFP	

3.13.3. THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The MPAC is composed as reflected in Table 71 below

Table 71: Details of members of MPAC

No.	Initials and Surname	Position/Role	Political Party
1.	W.M. Mtolo	Chairperson	ANC
2.	D. Adam	Member	D.A.
3.	T.C. Bhengu	Member	ANC
4.	N.C. Vezi	Member	Municipal Manager
5.	S.V. Mngadi	Member	Snr. Manager Public Works and Basic Services
6.	K. Mchunu	Member	Snr Manager: Community Services
7.	P. Mtungwa	Member	Chief Financial Officer
8.	S.J. Sondezi	Member	Snr. Manager: Corporate Support Services
9.	Vacant	Member	Snr. Manager: Development and Planning Department

3.13.4. MUNICIPAL RAPID RESPONSE COMMITTEE

Table 72: Composition of the Municipal Rapid Response Committee

No.	Initials and Surname	Position/Role	Political Party/ Sector	Contact details
1.	SS Phoswa	Chairperson	ANC	072 7084358
2.	PS Msomi	Coordinator	ANC	082 5985467
3.	KA Hadebe	Member	ANC	063 6998803
4.	SV Mngadi	Member	HOD	071 313 8701
5.	W Dlamini	Member	MANAGER	0837082314
6.	South African Police Services	Member	SAPS	
7.	M.P. Memela	Member	Traditional Leadership	0606792991

3.13.5. AUDIT COMMITTEE

Table 73: Composition of the Audit Committee

No.	Initials and Surname	Position/Role	Field of Expertise
1.	Mr A. Gonzalves	Chairperson	
2.	Mr S. Ngidi	Member	
3.	Mr V. Sibiya	Member	ICT Specialist- Former AG Manager
4.	Mr M. Mthethwa	Member	Financial Reporting and Auditing- Former AG Manager

3.14. CUSTOMER CARE

Customer Care unit was established by council where customer complaints are received and submitted to relevant departments for implementation. The municipality has developed an Integrated Customer Care Strategy and reviewed on an annual basis. Suggestion Boxes and Notice Boards have been placed in all 15 wards whereby members of the public will place their complaints, and these would be collected on a weekly basis and responded to within a specified time as indicated in the Customer care policy.

The municipality has workshopped Councillors on the Batho Pele/ Customer Care and Complaints Management Policies and its principles; however, the municipality is working on developing more policy documents to improve service delivery.

3.15. RECORDS MANAGEMENT

Nated System EDMRS has been procured and is in place, this is a going green project that assists in minimizing the use of paper and also assists with electronic archiving

The new Storage Facility/ Registry has been completed and awaiting the delivery of furniture. The capacity has also been addressed.

3.16. REGISTRY

An Approved File Plan and Records Control Schedule is in place. The Records Management of Dr Nkosazana Dlamini- Zuma Local Municipality is in compliance with POPIA and other related legislations.

Below is a list of Approved Auxiliary Policies for 2026/2027

Table 74: Approved Auxilliary Policies

	Name of Policy	Unit	Frequency Reviewed	Adoption Date
1.	Records Management Procedure Policy	Administration	Annually	28 May 2026
2.	Municipal Rental Housing Policy	Administration	Annually	28 May 2026
3.	Customer Care Policy and Citizens Charter	Administration	Annually	28 May 2026
4.	(PAIA) Policy	Administration	Annually	28 May 2026
5.	Records Management Procedure Manual	Administration	Annually	28 May 2026
6.	File Plan	Administration	Annually	28 May 2026
7.	Control Schedule	Administration	Annually	28 May 2026

3.17. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Table 75: Municipal Transformation and Organizational Development: SWOT Analysis

STRENGTHS	WEAKNESSES	ACTION PLAN
ADMINISTRATION UNIT		
☞ Post budgeted	☞ Insufficient Staff Capacity	☞ Appoint Admin Clerk
☞ Provision Security Services	☞ Inadequate monitoring of access control	☞ Weekly submission of security registers to the Auxiliary Manager ☞ Vehicle Register ☞ Movement of Asset Register ☞ Firearm Register ☞ Visitor Register

	☞ Insufficient of Budget	☞ Increase budget for security.
☞ Telephone Management Policy	☞ Non-adherence to the Telephone Management Policy	☞ Workshop staff on Telephone Management and Reset Telephone pins, and issue new pins to all employees and Councillors to intensify our controls
☞ Telephone Management System (MAN 3000)	☞ Abuse of the Telephone	☞ Constant monitoring of the Telephone Management System (MAN 3000) by the retrieval of weekly reports from the system
☞ Availability of KOFAX System for the Printing Management System	☞ Abuse of the usage of Municipal printing material	☞ Monitoring of the KOFAX System for the printing management system by the retrieval of weekly reports and enforce use of passwords, and to trace users
☞ CCTV Cameras Installed	☞ Outdated CCTV Cameras in Municipal Sites ☞ Non-Integration of CCTV Cameras in Municipal sites	☞ Budget for the provision of CCTV Cameras
☞ None	☞ Biometric System is dysfunctional	☞ Budget and source funds to revive the whole project.
☞ Municipal Offices in place	☞ Inadequate office space	☞ Approach DTPS to conduct feasibility study and develop building Plans for municipal offices
RECORDS AND REGISTRY MANAGEMENT		
☞ Records Management Policies and plans in place.	☞ Non-compliance with the File Plan by other departments, which makes it difficult for Dept. Of Art & Culture to inspect documents	☞ Workshop relevant staff on the File management plan ☞
☞ Registry offices in place	☞ Dysfunctional	☞ PWBS to ensure compliance with the Department of Arts and Culture regulations

COMMITTEE		
☞ Effective Recording Devices	☞ None	☞ None
ICT		
☞ Firewall in place for controlling internet traffic.	☞ This firewall is controlled externally	☞ Procure and install a second firewall that will be controlled and monitored in house
☞ ICT Steering Committee in place	☞ Inadequate training	☞ Provide ICT Training
☞ Security Officer	☞ External Security Officer	☞ Source funds for the appointment of an Internal Security Officer
☞ ICT Policies & framework	☞ Non-compliance with ICT Policies	☞ Conduct an ICT Workshop
☞ Back-up facility in place	☞ None	☞ Daily Monitoring of the backup facility
☞ ICT Business Continuity Plan in place	☞ None	☞ Monitoring and evaluation of the performance of the Business Continuity Plan on a monthly basis ☞
☞ The website is up and running	☞ None	☞ Constant monitoring, support and maintenance of website
☞ Internet is up and running	☞ Slow internet ☞ The current internet speed is currently sitting at 60MBPS to cover the main offices in Creighton.	☞ Increase internet speed /bandwidth 100MBPS
☞ The ICT asset management register in place	☞ None	☞ Constant monitoring and update of the ICT asset register
☞ Electronic help desk system	☞ None	☞ Upgrade servers to the latest operating system is on going
☞ None	☞ Insufficient Capacity	☞ Appoint an ICT Help Desk Clerk
☞ Enhanced security measures to protect sensitive information from unauthorized access or breaches	☞ None	☞ Enforce security measures to prevent unauthorized access

☞ SAMRAS in place (Leave Management System)	☞ None	☞ Monitoring and evaluation of the Performance of the Leave Management System
☞ Nated System in place	☞ Insufficient funds to increase license Volume	☞ Budget for funds to increase license volume to from 22 to 50 members
☞ Developed Disaster Recovery Plan	☞ None	☞ Monitoring and Evaluation of the Performance of the Disaster Recovery Plan
HUMAN RESOURCE DEVELOPMENT		
☞ Workplace Skills Plan	☞ Insufficient Budget	☞ Apply for grants from LGSETA and assistance from sister departments
☞ Bursary Policy in place	☞ Insufficient Budget	☞ Increase Budget to atleast R800k
☞ Approved Training Budget	☞ Insufficient Budget	☞ Increasing Training Budget
☞ Skills Gap online system (Skills audit)	☞ PDPs for employees are not returned by the relevant employees.	☞ Municipal Manager to issue instructions to all staff to comply, as this may negatively affect the achievement of objectives of the Municipality. ☞ Enforce consequence management
☞ Provision of external bursaries	☞ Insufficient funds for the external bursary	☞ Develop Bursary policy for Matriculants ☞ Review budget
EMPLOYMENT EQUITY		
☞ Employment Equity Policy is in place	☞ Unable to attract designated groups as per the EE Plan	☞ Advertise in relevant newspapers/Media platforms relevant to designated groups
☞ Approved Municipal Buildings	☞ Some Buildings are not disability friendly	☞ Submit a detailed report to MANCO for consideration
☞ Employment Equity Committee is in place		☞ Review the Terms of Reference and develop a schedule of meetings and provide training
EMPLOYEE ASSISTANCE PROGRAMME		
☞ Employee Assistance		☞ Training for EAP Committee is in progress

Programme Committee in place		
☞ A panel of Occupational therapists	☞ Delay in procurement process	☞ Constant Follow up.
OCCUPATIONAL HEALTH AND SAFETY		
☞ OHS Committee in place		
☞ OHS Policy and Framework in place	☞ Non-compliance with OHS Policy	☞ Provide a Workshop on OHS Policy and increase budget
☞ OHS Risk Assessment Report in place	☞ Non-adherence by the relevant departments in addressing hazards identified can result in R1.5m per fine	☞ Refer relevant departments to the accounting officer for consequence management.
☞ Evacuation Plan in place	☞ Non-Adherence to structural changes	☞ Review Evacuation plans on annual basis and Provide workshop on a Quarterly basis
☞ Medical Assessments Conducted		
☞ Panel of Service providers for firefighting equipment in place		☞ Monitor and evaluate the performance of the panel for firefighting equipment
☞ **HUMAN RESOURCES MANAGEMENT**		
☞ Annually Reviewed & approved HR Policies & HR strategy	☞ Non-adherence	☞ Provide a workshop to staff
☞ Annually reviewed & approved Organogram	☞ Insufficient budget	☞ Conduct organisational re-engineering
☞ Local Labour Forum		☞ Provide on-going training
☞ All critical positions are budgeted		☞ Accelerate recruitment processes for vacant positions.
INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM		
☞ IPMS Policy in place	☞ Non-compliance	☞ Provide a workshop and cascade IPMS Supervisor levels
☞ IPMS Policy in place	☞ No IPMS Officer	☞ Advertise the IPMS Officer Position

3.17.1. KEY CHALLENGES

Table 76: Key Challenges for Municipal Transformation and Organizational Development

Key Challenge	Description
Staff turnover and scarcity of critical skills	Difficulty attracting and retaining suitably qualified and experienced professionals, particularly in technical and specialised fields.
Limited organisational capacity	Insufficient staffing levels in key departments resulting in increased workloads and reduced service delivery efficiency.
Skills development and capacity building	Ongoing need for employee training, professional development and succession planning to improve institutional performance.
Resistance to change and limited understanding of PMS	Employees at various levels require greater understanding of performance management processes, roles, responsibilities and performance measurement systems.
Dependence on grant funding	Heavy reliance on external grants and subsidies limits municipal flexibility and long-term sustainability.
Data management and information accuracy	Challenges relating to reliable data collection, verification, storage and reporting for planning, monitoring and decision-making purposes.
Inadequate record management systems	Record-keeping practices require strengthening to improve accountability, compliance and institutional memory.
Legislative and policy compliance	Need to continuously review, update and align municipal policies, by-laws and internal procedures with changing legislation and best practices.
ICT and digital transformation challenges	Limited technological resources and digital systems affect operational efficiency, data management and service delivery innovation.
Organisational performance and accountability	Need to strengthen monitoring, evaluation, performance reporting and implementation of corrective actions.
Employee wellness and morale	Staff support programmes, workplace wellness and employee motivation require ongoing attention to maintain productivity and performance.
Revenue constraints affecting institutional development	Limited own revenue impacts the municipality's ability to fill vacancies, invest in systems and improve organisational capacity.

C.4. BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

4.1. INTRODUCTION

The provision of basic services and infrastructure remains a core mandate of local government and a key driver of socio-economic development. This section assesses the current status of infrastructure and service delivery within the municipality, including water, sanitation, electricity, roads, waste management, housing and community facilities. The municipality seeks to improve access to quality services while addressing existing backlogs and supporting sustainable human settlements.

The Basic Services Delivery and Infrastructure Key Performance Areas are performed by the Harry Gwala District Municipality, Department of Public Works and Basic Services and Department of Development and Town Planning Services. The following are the Priority Areas for the KPA:

- Water and Sanitation (DM)
- Solid Waste Management
- Energy
- Community Facilities
- Human Settlements
- Spatial Planning and Land Use Management and
- Environmental Management
- Roads and Stormwater

Dr Nkosazana Dlamini-Zuma Local Municipality inherits challenges regarding service delivery infrastructure. This is despite of the capital that has been invested towards infrastructure development by the amalgamated municipality, Harry Gwala DM and relative key sector departments. The infrastructure is mainly needed for roads, community amenities, Landfill site development and electrification.

Dr NDZ municipality has developed maintenance plan internally. This comprehensive plan define the municipal assets, performance required and level of maintenance for all these assets. It has identify the risks associated with the chosen strategies in terms of service delivery in the event of asset failure. The plan describes the systems and procedures to be used for service delivery planning and management.

Access to services is indicated hereunder with reference to: water, sanitation, electrification and waste removal.

1. WATER AND SANITATION

Dr Nkosazana Dlamini Zuma is not a Water Service Authority (WSA). Harry Gwala District Municipality is a Water Services Authority.

The statistics on the following tables reflect that there has been an increase in supply of water and sanitation. The district municipality has undertaken a number of upgrades in the rural areas. Operation and maintenance is the function of the district municipality.

There is 11891 of the population served by the municipal water scheme and 10494 have access to piped water connections in their yards. This illustrates that there is a serious issue of infrastructure backlog within the local municipality. The graph clearly illustrates the scarcity of water supply facilities within Dr Nkosazana Dlamini-Zuma LM. This is a serious concern, as a significant number of people has to rely on natural resources such as streams, rivers and spring for water supply. This is not sustainable, because such resources are vulnerable to contamination and subsequently increase the chance of water borne diseases.

Sanitation seems to be one of the big concerns in this municipality referring to the statistics shown on the following graph. As it appears that there is relatively a large number of pit toilets with/without ventilation as compared to flush toilets. Even though the community surveys by Statistics SA (2016) reflects that there is a bucket toilet system within Municipality, the Council of the municipality has prioritized the eradication of bucket toilet systems in the municipality. Sanitation is a core functions of Harry Gwala DM and the implementation of sanitation projects within the Dr Nkosazana Dlamini-Zuma Local Municipality are ward specific and the municipality aims to achieve safe, sustainable and reliable sanitation. Harry Gwala DM has successfully eradicated bucket system toilets within Dr Nkosazana Dlamini-Zuma Local Municipality at Himeville and Underberg Townships.

Table below : Main supplier of the main source of water

Supplier of the main source of drinking water for Households	
SUPPLIER	NDZ 2016
A municipality	11891
Other water scheme (e.g. community water supply)	6066
A water vendor	129
Own service (e.g. private borehole; own source on a farm; etc.)	2840
Flowing water/stream/river/spring/rain water	8561
Do not know	130

Stats SA Community Surveys, 2016

Table Below: Main source of water for drinking

Main source of water for drinking for Households			
SOURCE	2007 Kwa-Sani	2007 Ingwe	2016 NDZ
Piped water inside the yard/dwelling	2760	6198	10494
Piped water on community stand	306	2109	6353
Borehole in the yard	156	2480	1106
Rain-water tank in yard	3		655
Neighbours tap			562
Public/communal tap			1700
Water-carrier/tanker	10	110	1093
Flowing water/stream/river	520	3035	7006
Well			22
Spring	232	7966	598
Dam/Pool	427		
Other	8	201	29

Stats SA Community Surveys, 2007; 2016

Table below : Distance to water source

Distance to get main source of Water for Households	
Less than 200 metres	6573
201-500 metres	8736
501 metres-1 kilometre	1927
More than 1 kilometre	1021
Do not know	12
Not applicable	11350

Stats SA Community Surveys, 2016

Natural water sources account for the bulk of water supply in Dr Nkosazana Dlamini-Zuma LM. Residents particularly within rural settlements have access to water supply in the form of springs and rivers/ streams and boreholes as shown on the following graph.

WATER LEVEL OF SERVICES

Table below: Access to water (households)

WATER Level of Service	Not Served	Rudimentary - 800m	RDP - 200m	Above RDP - Yard Connections	Above RDP - House Connections	Grand Total
Dr Nkosazana Dlamini Zuma	**7 160**	**16 100**	**7 986**	**104**	**6 490**	**37 840**
1	532	835	1 091		89	2 547
2	424	249			1 548	2 221
3	80	13			2 913	3 006
4	1 427	1 486			2	2 915
5	798	1 476	389			2 663
6	674	1 191	1 560			3 425
7	228	1 695			83	2 006
8	538	309	2 210		1	3 058
9	409	1 541	77		1	2 028
10	137	1 837	255	104	585	2 918
11	110	2 119	358		2	2 589
12	206	1 266	209			1 681
13	727	564	381		445	2 117
14	55	734	818		575	2 182
15	815	785	638		246	2 484

WATER Level of Service	Not Served	Rudimentary - 800m	RDP - 200m	Above RDP - Yard Connections	Above RDP - House Connections	Grand Total
Greater Kokstad	**739**	**242**	**3 770**	**398**	**17 947**	**23 096**
1			588		1 032	1 620
2	234	63	147		2 589	3 033
3					2 767	2 767
4					1 839	1 839
5			27	337	853	1 217
6	505	175			2 460	3 140
7		4	1		1 991	1 996
8			9		1 352	1 361
9			1 775	61	1 290	3 126
10			1 223		1 774	2 997

WATER Level of Service	Not Served	Rudimentary - 800m	RDP - 200m	Above RDP - Yard Connections	Above RDP - House Connections	Grand Total
Ubuhlebezwe	**5 605**	**9 714**	**17 823**		**2 991**	**36 133**
1	882	1 035	342		41	2 300
2	289	346	921		647	2 203
3	70	1 456	1 490		32	3 048
4	633	14	946		1 834	3 427
5	595	1 503	817			2 915
6	16	4	2 092			2 112
7	31	272	1 876			2 179
8	530	563	1 651			2 744
9	181	488	1 330		61	2 060
10	701	2 138			1	2 840
11	44	27	2 399		43	2 513
12	235	390	2 040		15	2 680
13	244	1 305	669		315	2 533
14	1 154	173	1 250		2	2 579

WATER Level of Service	Not Served	Rudimentary - 800m	RDP - 200m	Above RDP - Yard Connections	Above RDP - House Connections	Grand Total
Umzimkhulu	**27 834**	**989**	**25 035**		**5 988**	**59 846**
1	1 031		2 188		9	3 228
2	180	96	2 664		554	3 494
3	1 525	1	1 321		3	2 850
4	1 543	9	1 081		17	2 650
5	1 723	116	826		2	2 667
6	1 519	32	1 508		13	3 072
7	1 795	735	138		1	2 669
8	2 361		769		1	3 131
9	923		1 418			2 341
10	1 110		1 235		32	2 377
11	1 287		420		1 073	2 780
12	673		1 301		466	2 440
13	1 207		1 496		391	3 094
14	1 874		843		4	2 721
15	2 375		181		2	2 558
16	128				2 503	2 631
17	652		2 093		861	3 606
18	1 482		617		1	2 100
19	831		780		48	1 659
20	920		1 670			2 590
21	1 067		1 664		6	2 737
22	1 628		822		1	2 451
Grand Total	**41 338**	**27 045**	**54 614**	**502**	**33 416**	**156 915**

	BACKLOGS					
WATER Level of Service	Not Served	Rudimentary - 800m	RDP - 200m	Above RDP - Yard Connections	Above RDP - House Connections	Grand Total
Dr Nkosazana Dlamini Zuma	61.5%		21.1%	0.3%	17.2%	100%
Greater Kokstad	4.2%		16.3%	1.7%	77.7%	100%
Ubuhlebezwe	42.4%		49.3%	0.0%	8.3%	100%
Umzimkhulu	48.2%		41.8%	0.0%	10.0%	100%
Grand Total	**43.6%**		**34.8%**	**0.3%**	**21.3%**	100%

Assumptions and counts:

- Water level of services were confirmed per settlement by each ward councillors during 2025
- Full water services were assigned to urban areas indicated by the councillors as having house connections.
- Above RDP level of service was assigned to households indicated by the councillors as having yard connection services in the settlements.
- RDP level of service was assigned to households within a RDP reticulation scheme where 200m standpipes are installed.
- Rudimentary service level was assigned to households within an 800m distance from public boreholes in the GIS data set. There is however limited details in the borehole data set regarding the functionality of each borehole. There may be therefore an over-estimation of this level of service calculation as boreholes may not be working. A full hydrocensus is required to know which boreholes and springs do actually provide water to the surrounding households.
- Not Served level of service was assigned to households located further than 800m away from any formal public water source. The assumption is that they are either served by water tankers, or have to rely on natural untreated, and possible unsustainable water sources.
- In private farming areas, formal farm houses have been given full water and sanitation services. The assumption is that a formal farm house would have full services. However traditional rural homesteads on private farms have been marked as not served as it is unknown if these traditional homesteads on farms do have any services

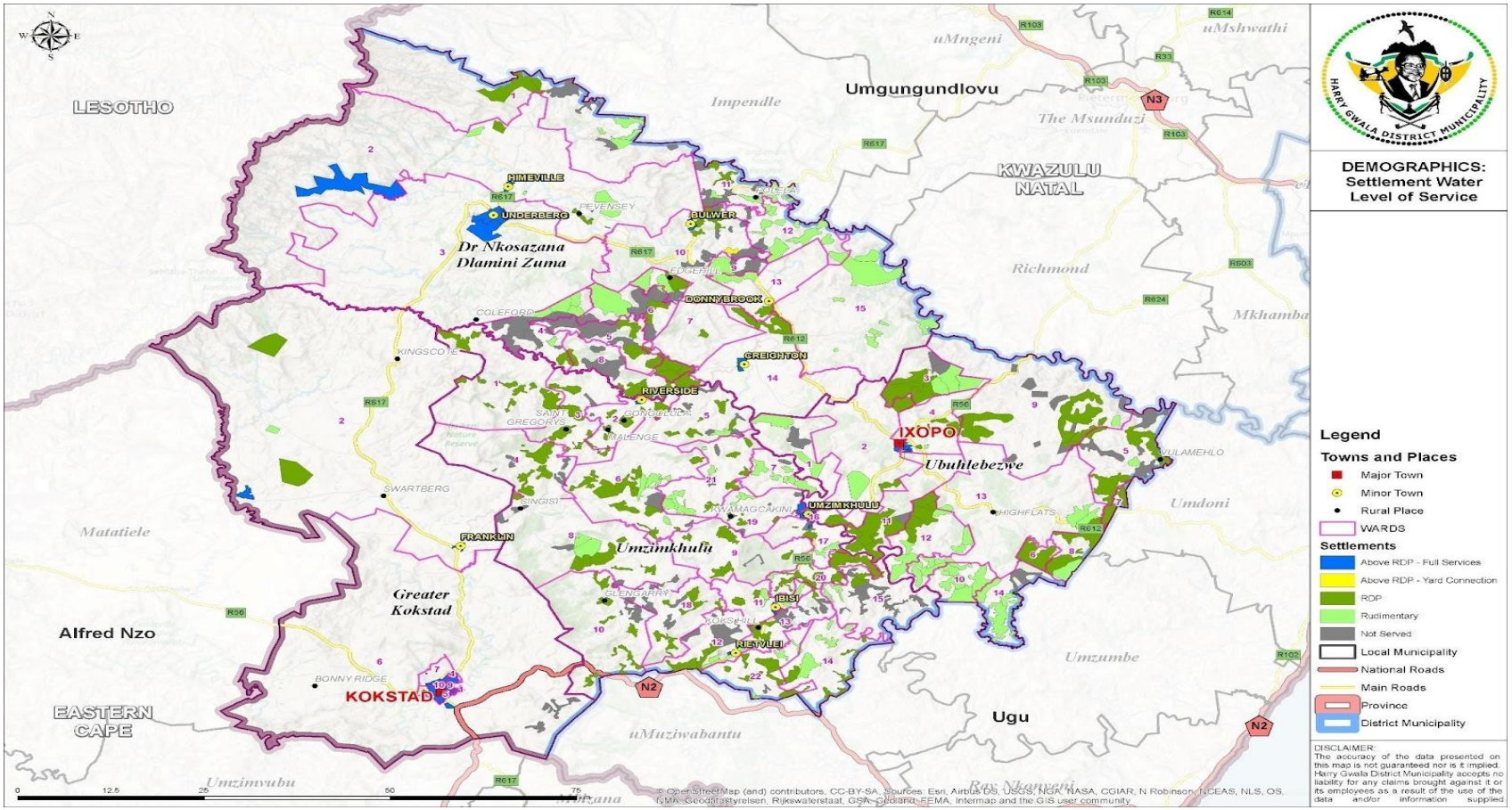


Figure 16: Water LOS per settlement

SANITATION LEVEL OF SERVICES

Table 16: Access to sanitation (household)

Row Labels	Not Served	RDP - VIPs	Above RDP - Waterborne	Grand Total
Greater Kokstad	4 384	764	17 948	23 096
1	588		1 032	1 620
2	78	366	2 589	3 033
3			2 767	2 767
4			1 839	1 839
5	27	337	853	1 217
6	680		2 460	3 140
7	5		1 991	1 996
8	9		1 352	1 361
9	1 775	61	1 290	3 126
10	1 222		1 775	2 997

Row Labels	Not Served	RDP - VIPs	Above RDP - Waterborne	Grand Total
Dr Nkosazana Dlamini Zuma	4 669	27 069	6 102	37 840
1	106	2 351	90	2 547
2	65	608	1 548	2 221
3	93		2 913	3 006
4	278	2 634	3	2 915
5	714	1 949		2 663
6	1 648	1 777		3 425
7	182	1 741	83	2 006
8	580	2 477	1	3 058
9	22	2 005	1	2 028
10	435	1 898	585	2 918
11	132	2 455	2	2 589
12	239	1 442		1 681
13		2 062	55	2 117
14	81	1 526	575	2 182
15	94	2 144	246	2 484

Row Labels	Not Served	RDP - VIPs	Above RDP - Waterborne	Grand Total
Ubuhlebezwe	**8 597**	**24 543**	**2 993**	**36 133**
0		1		1
1	8	2 250	41	2 299
2	289	1 266	648	2 203
3	352	2 664	32	3 048
4	615	977	1 835	3 427
5	408	2 507		2 915
6	637	1 475		2 112
7	1 612	567		2 179
8	1 372	1 372		2 744
9	1 054	945	61	2 060
10		2 839	1	2 840
11	1 523	947	43	2 513
12		2 665	15	2 680
13	572	1 646	315	2 533
14	155	2 422	2	2 579

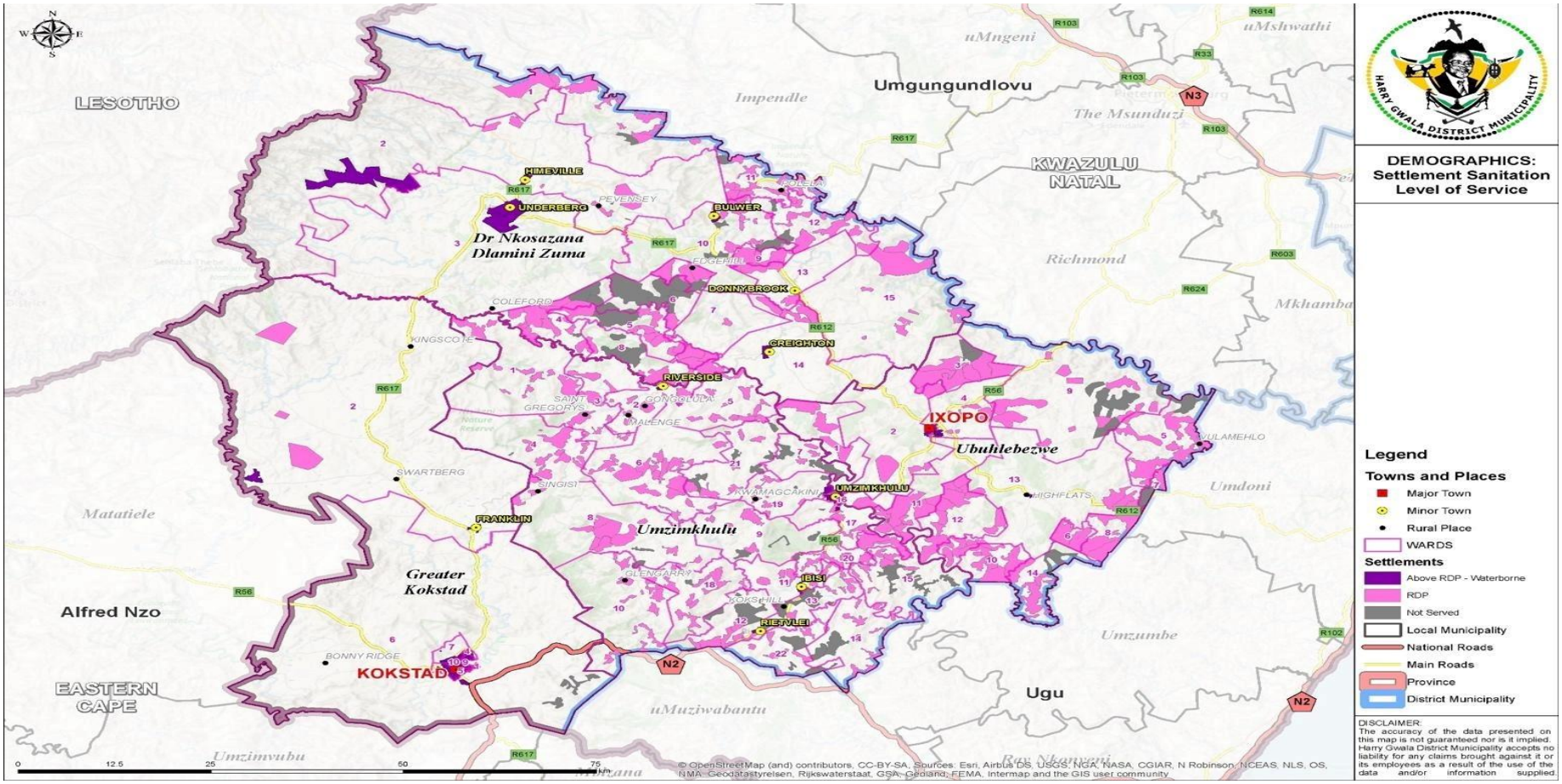
Row Labels	Not Served	RDP - VIPs	Above RDP - Waterborne	Grand Total
Umzimkhulu	**13 371**	**40 486**	**5 989**	**59 846**
0			1	1
1		3 219	8	3 227
2	1	2 939	554	3 494
3		2 847	3	2 850
4	5	2 628	17	2 650
5	776	1 889	2	2 667
6		3 059	13	3 072
7	2 159	509	1	2 669
8	547	2 583	1	3 131
9	1 062	1 279		2 341
10	27	2 318	32	2 377
11	35	1 672	1 073	2 780
12	565	1 409	466	2 440
13	1 839	864	391	3 094
14	1 454	1 263	4	2 721
15	1 615	941	2	2 558
16	128		2 503	2 631
17	14	2 731	861	3 606
18	27	2 071	2	2 100
19	739	872	48	1 659
20	164	2 426		2 590
21	1 193	1 538	6	2 737
22	1 021	1 429	1	2 451
Grand Total	31 021	92 862	33 032	156 915

Row Labels	Not Served	RDP - VIPs	Above RDP - Waterborne	Grand Total
Dr Nkosazana Dlamini Zuma	12.3%	71.5%	16.1%	100%
Greater Kokstad	19.0%	3.3%	77.7%	100%
Ubuhlebezwe	23.8%	67.9%	8.3%	100%
Umzimkhulu	22.3%	67.7%	10.0%	100%
Grand Total	19.8%	59.2%	21.1%	100%

Assumptions and counts:

- Sanitation level of services were confirmed per settlement by each ward councillors during 2025
- Above RDP level of services were assigned to urban areas indicated by the councillors as having full waterborne services
- RDP level of services were assigned to households in settlements indicated by councillors having VIP sanitation. In cases where only a percentage was indicated, the older households were selected based on the percentage indicated. The newer households post 2015 were therefore excluded and marked as not served. This is a backlog in sanitation that will have to be addressed eventually through an infill programme once all the settlements have benefited from a sanitation project.
- Not Served was assigned to households having no formal sanitation infrastructure.
- In private farming areas, formal farm houses have been given full water and sanitation services. The assumption is that a formal farm house would have full services. However traditional rural homesteads on private farms have been marked as not served as it is unknown if these traditional homesteads on farms do have any services.

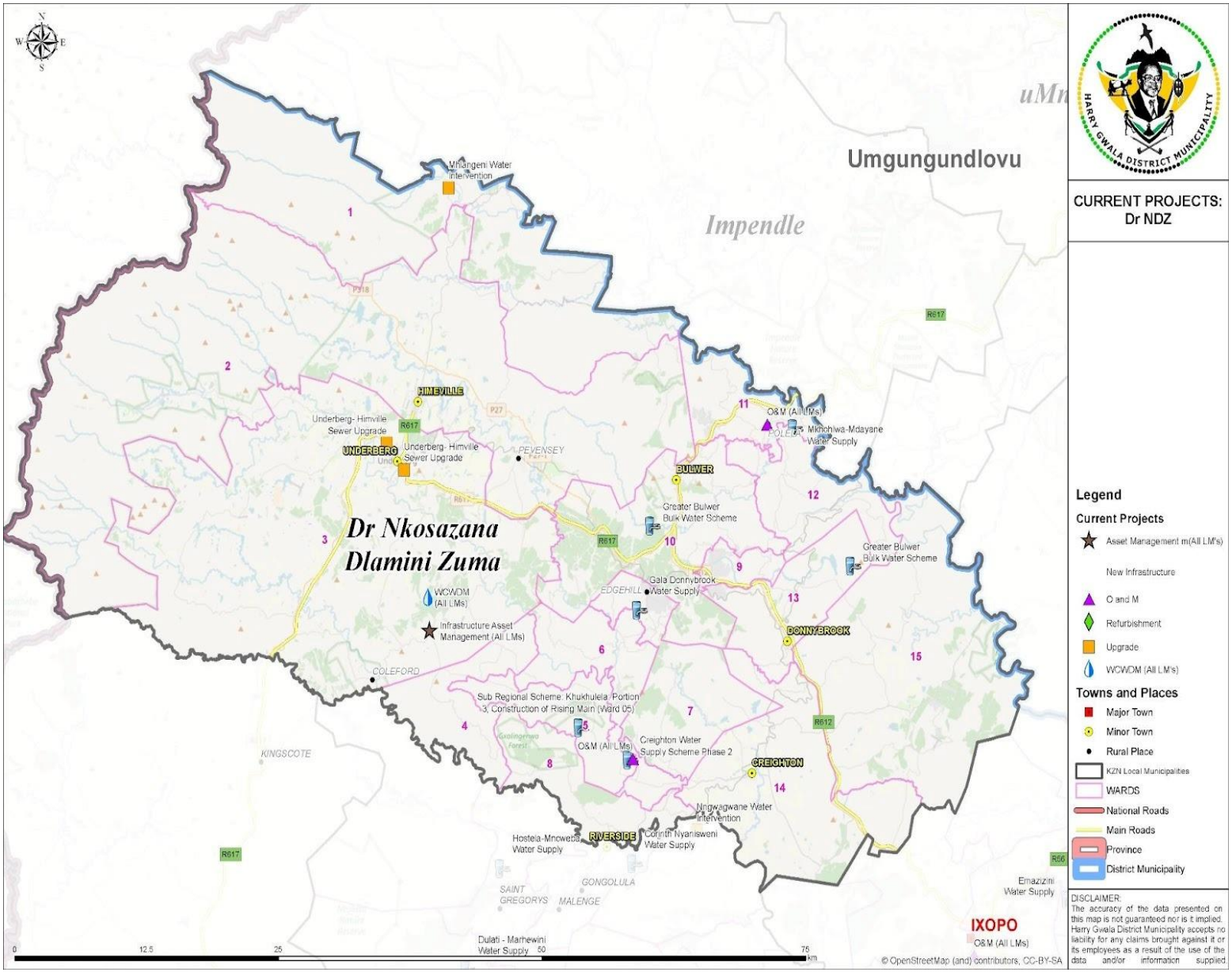
Figure 17: Sanitation LOS per settlement



Current Water Projects for HGDM (2025/26 – 2027/28)

Municipality	Wards	Project Name	Funding	Service Type	Type of Project	Budget		
						2025-26	2026-27	2027-28
HGDM All LMs	All	Operations and Maintenance Allocation	MIG	Water	O&M	37 827 883	10 000 000	12 000 000
	All	Infrastructure Asset Management Allocation	MIG	Management	Asset Management	12 216 512	24 433 024	0
	All	Water Conservation and Water Demand Management (WCWDM)	WSIG	Water	WCWDM	434 782	0	0

Municipality	Wards	Project Name	Funding	Service Type	Type of Project	Budget		
						2025-26	2026-27	2027-28
Dr Nkosazana Dlamini Zuma	2 & 3	Underberg- Himville Sewer Upgrade	MIG	Sanitation	Upgrade	10 695 834	17 218 941	0
	2 & 3	Underberg- Himville Sewer Upgrade	MIG	Sanitation	Upgrade	7 295 753	5 333 851	45 000 000
	5	Sub Regional Scheme: Khukhulela: Portion 3, Construction of Rising Main (Ward 05)	MIG	Water	New Infrastructure	25 249 957	30 000 000	0
	7	Gala Donnybrook Water Supply	MIG	Water	New Infrastructure	12 856 457	0	0
	10	Greater Bulwer Bulk Water Scheme	RBIG	Water	New Infrastructure	0	0	0
	11	Mkhohlwa-Mdayane Water Supply	WSIG	Water	New Infrastructure	11 475 583	2 969 438	0
	5,6,8 and 14	Creighton Water Supply Scheme Phase 2	MIG	Water	New Infrastructure	57 762 208	40 000 000	30 000 000



HARRY GWALA DISTRICT MUNICIPALITY

CURRENT PROJECTS:
Dr NDZ

Legend

Current Projects
- Asset Management m(All LM's)
- New Infrastructure
- O and M
- Refurbishment
- Upgrade
- WCWDM (All LM's)

Towns and Places
- Major Town
- Minor Town
- Rural Place
- KZN Local Municipalities
- WARDS
- National Roads
- Main Roads
- Province
- District Municipality

DISCLAIMER:
The accuracy of the data presented on this map is not guaranteed nor is it implied. Harry Gwala District Municipality accepts no liability for any claims brought against it or its employees as a result of the use of the data and/or information supplied

2. SOLID WASTE MANAGEMENT

The rural nature of settlements, topography and road infrastructure in the municipality complicates waste collection services. As such, a formal municipal refuse removal service to every single household is not practical. Majority of the population with access to refuse removal services are those situated within the urban centres i.e. Underberg/Himeville, Creighton, Bulwer and Donnybrook. Residents of rural settlements do not have access to such basic services.

Include Backlog table

1.1.2.1 INTEGRATED WASTE MANAGEMENT PLAN

An Integrated Waste Management Plan (IWMP) is a statutory requirement of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) which came into effect on 1 July 2009. Its goal is the transformation of the historic methodology of waste management, i.e., collection and disposal, to a sustainable practice focusing on waste avoidance and environmental sustainability. The development of an IWMP is necessary as it is an integral tool to identify current needs related to a municipality's waste management service and acts as a guide towards sustainable waste management in a municipality.

The first generation of IWMP has been developed and Council approved with primary objective being to ensure that waste management practices within Dr Nkosazana Dlamini Zuma Municipality comply with the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008). IWMP is currently under review as gaps have been noted as the Council approved IWMP has reached 5 years. SinoHydro Consultants have been appointed to assist the Municipality with the review, inception meeting and site visits have been conducted. Subsequent to the site visits, the appointed Consultant has made recommendation to the Municipality which will be considered for the Waste management unit as a 5 years plan.

Progress on IWMP

Dr Nkosazana Dlamini Zuma Municipality has managed develop the draft IWMP and is currently being reviewed inline with the recently adopted KZN IWMP, this will ensure that ther is synage of local IWMP and Provincial IWMP.

IMPLEMENTATION OF INTEGRATED WASTE MANAGEMENT PLAN

- Contributing to the growth of the green economy-encouraging the participation of SMMEs and cooperatives in waste service delivery and recycling, support for Bazamile and Ziphendulele Recycling with Vula fund applications which has led them to accumulate assets to boost their revenue
- Effective and efficient delivery of waste services to the community-rendering of waste removal services to communities (households)- waste removal services to Bulwer, Donnybrook, Underberg, Himeville and Creighton- Providing receptacles through purchase of drums and skip bins-illegal dumping hotspot identified and awareness

campaigns conducted- purchase of specialized vehicles such as skip loader truck, compactor truck, and TLB

- To ensure compliance with municipal by-laws- Waste bylaws reviewed and gazette for public comments, and they were approved by Magistrate for implementation
- Development of a waste information system- Procured weighbridge for waste quantity recording and reporting waste quantities to SAWIS.
- Ensure the availability of budget for waste management services-sourced external funding through the Department of Economic Development Tourism and Environmental Affairs by entering Cleanest Municipality completion 2024/25 an amount of R400 000.00 has been transferred to the Municipality for waste management project.
- To provide the public with safe and accessible waste disposal facilities-Environmental authorization for Bulwer Landfill issued; decommissioning of old Bulwer waste disposal site.
- Annual programme of environmental awareness campaigns-the Municipality continues to conduct quarterly awareness campaigns to schools and communities;
- Maintain and provide compliant waste disposal sites according to waste management license/ norms and standards-internal and external audits of Creighton Waste Disposal Site and Himeville Transfer Station conducted in compliance with license conditions. Preliminary designs in place for Creighton and Himeville Transfer Station.

1. WASTE COLLECTION SCHEDULE

To ensure that the Municipality render effective and efficient delivery of waste services to the community, the following areas are collected as per the below schedule:

- Bulwer – on Monday, Thursday and Friday
- Donnybrook – on Tuesday and Friday
- Creighton – on Tuesday and Friday
- Hlanganani – on Monday and Thursday
- Centocow – on Tuesday and Thursday
- Underberg & Himeville Residential – on Monday
- Underberg & Himeville Business – Tuesday, Thursday and weekends
- Underberg & Himeville Low Income – Wednesday

The total number of Households currently with access to refuse removal services is 1326, households with free access to basic services are 28

SKIP BINS ALLOCATION:

	Area	Ward No.	Collection Date
1	Himeville Township	2	As and when required
2	Premier Hotel Sanipass	2	As and when required
3	Underberg Taxi Rank	3	As and when required
4	Underberg Town	3	As and when required
6	Centocow Hospital	6	As and when required
8	Bulwer Town	10	As and when required
9	Bulwer Township	10	As and when required
11	Hlanganani Taxi Rank	11	As and when required
12	Donnybrook near Ekuphileni Medical Centre	13	As and when required
13	Ekuthuleni Township – Sports ground	13	As and when required
14	Creighton CBD	14	As and when required
15	Creighton Township	14	As and when required

CLEANEST MUNICIPALITY COMPETITION

- The Municipality entered a competition cleanest Municipality competition in year 2023
- The Municipality won 3rd place under rural category an amount of R400 000.00 was received from the Department of Economic Development Tourism and Environmental Affairs towards a waste management project;
- Business Plan was then submitted to the Department, which explained how the Municipality will utilize funds;
- Memorandum of Agreement was signed by the Municipality and the Department;
- Funds were included in our 2024/25 financial year budget; support to be provided to a Recycling cooperative working in Himeville Transfer by procurement of horizontal bailer

FUTURE PLANS

- Construction of a landfill in Bulwer;

- Rehabilitation of Bulwer Waste Disposal Site
- Registration of a Transfer Station in Bulwer (Recycling facility);
- Alien species eradication project per ward ;
- Implementation of new tariffs for Himeville Transfer station in order to generate revenue;
- Installation of boreholes in Creighton Waste facility for ground water monitoring (upslope and downslope);
- Designs for Creighton Waste Facility
- Establishing and registering of an organic waste facility
- Enforcement of Intergrated Waste Management bylaws
- Environmental Management Inspectorate training for personnel

2. WASTE DISPOSAL SITES

The Municipality has two (2) waste disposal facilities which are located in Bulwer and Creighton, one transfer station which is situated in Himeville. Bulwer waste disposal site is no longer in use, closure licence has been issued by the Department of Economic Development Tourism and Environmental Affairs.

Table 37: Types of Waste Disposal Facilities

Type of facility	Type of license (Operational/ Closure)	Life Span	Managed by Private or Municipality	Licence Number/Registration.
Bulwer Waste Disposal Site	closure	0 years	Municipality	DC43/WML/0015/2014
Creighton Waste Disposal Site	Operational	10 years reviewed in 2021	Municipality	DC43/WML/0016/2014/REV2021/01
Himeville Transfer Station	Registration through norms and standards for waste storage	N/A	Municipality	KZN/waste/storage/058

Bulwer waste disposal sites has reached its capacity and the Municipality has received closure license from the Competent Authority. Creighton Waste disposal site has a valid license, reviewed in October 2021. Creighton waste disposal site is the current site which is in existence within the Municipality, the Municipality is in process of developing designs for the Creighton Waste disposal site in order to comply with the Waste License conditions. The Municipality will be putting boreholes within the facility in order for the Municipality to do ground water monitoring in accordance with the conditions of the license. The Municipality has a database of waste pickers (registered reclaimers), with a total of 73. These waste pickers are assisting the Municipality divert waste away from the waste disposal sites.

The Municipality has a recycling facility in Himeville, which is managed by the Co-operative. The transfer station is registered in terms of norms and standards for waste storage, 2013. The recycling facility has employed ten (10) locals which are paid on EPWP stipend. The Recycling facility assist the Municipality in reducing the amount of waste which goes to landfill. Recycling is solution to global challenges of climate change and struggles of accessing land which can be utilised as a landfill.

ENVIRONMENTAL MANAGEMENT

3. ENVIRONMENTAL AWARENESS

The Municipality in collaboration with relevant stakeholders undertake clean-ups campaigns and awareness programmes to communities. The theme of the clean-up campaigns is “good green deeds” which is an initiative launched by President Cyril Ramaphosa which aims to encourage community members to keep the environment clean and ensure areas we live in are litter free.

In addition to clean-up campaigns, the Municipality celebrates environmental calendar days, such as Arbor month. These programmes are done with communities and schools. Arbor month is celebrated is aimed to encourage communities about the importance of planting trees in dealing with challenges of climate change.

World wetland day is celebrated which aims to encourage communities about the importance of preservation of freshwater systems and their habitats.

Sanitation week is also celebrated which encourage hygiene and environmental health within schools.

Greening programme is undertaken by the Municipality to build capacity to schools and communities the importance of environmental sustainability.

GREENING PROGRAMMES PER WARD

Name of school	Wards	Number of indigenous trees planted
Ntwasahlobo Primary school	01	5
Thukeyana Primary School	03	5
Umfulumane Primary School	04	5
KwaPitela Primary School	02	5
Khukhuleka Primary school	05	5
Woodhurst primary school	14	5
Qulashe Combined School	06	5
Mkhazeni Primary School	08	5
Mahlahla High School	07	2
Amakhuze High School	07	2
Qulashe High School	06	2
Skofil High School	05	2
Leshman High School	05	2
Centocow High School	06	2
Mqulela High School	12	2
Zashuke High School	12	2
Ndabakazibuzwa High School	12	2
KwaMvimbela High School	01	2
Batlokoa High School	01	2
Ntwasahlobo High School	01	2
Masamini High School	15	2
Faithway College	02	2
Nhlanhleni Combined School	02	2
Ralph Hardingham	05	2
Sqhoza High School	10	2
Dumabeze High School	13	2
Mdingi High School	13	2
Ngonyama High School	10	2
Pholela High School	10	2
Dingeka High School	09	2

Mandlezizwe High School	11	2
Dlangani High School	11	2

CLIMATE CHANGE

The Municipality has been awarded R1 200 000.00 for the green and smart Municipality competition by Department of Economic Development Tourism and Environmental Affairs; A business plan was submitted to the Department of Economic Development on how the Municipality plans to utilize funds for climate change mitigation project; The project : solar street lights projects in Donnybrook Town; A Memorandum of Agreement was signed by both the Municipality and the Department of Economic Development Tourism and Environmental Affairs; thereafter; the Department has issued an order to the Municipality for the implementation of this project.

ENVIRONMENTAL PLANNING

Environmental Screening for all proposed infrastructure projects is undertaken working with the Department of Economic Development Tourism and Environmental Affairs. The Municipality takes into consideration the National Environmental Management Act, section 28 “duty of care” and remediation of any environmental damage which is ensuring that development is sustainable and does not cause major impacts on the environment. The Municipality has applied for environmental authorizations for the following projects.

Project Name	Approval granted	Ward
Sdangeni Bridge	Environmental authorization	04
Jackson Culverts/bridge	Environmental Authorization and Water Use authorization	10
Bulwer Cemetery	Environmental authorization	10
Gobhogobho Pedestrian Bridge	Environmental Authorization and Water Use authorization	10
Ndlangisa Pedestrian Bridge	Environmental Authorization and Water Use authorization	05
Half my Right Pedestrian Bridge	Environmental Authorization and Water Use authorization	12
Ntwasahlobo Pedestrian Bridge	Environmental Authorization and Water Use authorization	01

3. TRANSPORTATION INFRASTRUCTURE

According to the South African Road Classification Access Management Manual (TRH 26), there are three main route numbering systems for the public, N (National), R (provincial) (Route) and M (Metropolitan). In addition to the main road numbering system, provinces also provide for minor roads using D (district roads) and T (tourist routes). Local Access Roads generally use an A prefix. There are six categories in the rural and urban road classification system. The following table illustrates the classification of roads.

Table 38: Classification of roads

NUMBER	FUNCTION	DESCRIPTION
Class 1	Mobility	Principle arterial
Class 2		Major arterial
Class 3		Minor arterial
Class 4	Access	Collector Street
Class 5		Local street
Class 6		Walkway

The Kwa-Zulu Natal Department database classifies the following roads applicable in Dr Nkosazana Dlamini-Zuma Local Municipality:

a. Provincial Roads

This includes high order provincial roads with the prefix "P." In this context, the applicable classifications are the provincial roads referenced as Routes (R). Examples of such a route include the R612, R617 and P83.

b. Provincial District Roads

These roads are indicated by the prefix "D." They are all the responsibility of the Department of Transport and the majority do not have a tarred surface. There are numerous district roads within the municipality, including the D170.

c. Provincial Local Roads

Such roads are classified as third order roads and have minimum design requirements. They were formerly classified as Community Access Roads. In this class, there is a further

breakdown of two types of roads, namely gravel and earth roads (tracks). These roads generally have a prefix 'A'.
The capacity of the major access roads is sufficient for the existing traffic and further traffic that would be engendered by further development in the area including housing, commercial and hospitality development. All three (3) villages are easily accessible from the Provincial Road network.

d. Access Roads

Dr NDZ Municipality existing road infrastructure assets

Table 39: Road Assets per ward & village

<table>
<tr><th>Item no.</th><th>Asset Classification</th><th>Number of Asset(s) per ward & Village</th></tr>
<tr><td>1</td><td>Roads (including Sidewalks, Bridges e.t.c)</td><td>=02 Steel Pedestrian bridges
=07 Sidewalks (520m+500m+ +390m+98m)
=137 roads assets with 136,957Km in total:
<table>
<tr><th>Ward no</th><th>Gravel Length</th><th>Surfaced/Paved length</th><th>Combined length</th></tr>
<tr><td>01</td><td>20,119km</td><td>0,768km</td><td>20,887km</td></tr>
<tr><td>02</td><td>20,257km</td><td>6,461km</td><td>26,718km</td></tr>
<tr><td>03</td><td>8,091km</td><td>9,321km</td><td>17,412km</td></tr>
<tr><td>04</td><td>19,591km</td><td>0km</td><td>19,591km</td></tr>
<tr><td>05</td><td>15,017km</td><td>0km</td><td>15,017km</td></tr>
<tr><td>06</td><td>12,482km</td><td>300m</td><td>12,782km</td></tr>
<tr><td>07</td><td>22,064km</td><td>0km</td><td>22,064km</td></tr>
<tr><td>08</td><td>19,092km</td><td>330m</td><td>19,422km</td></tr>
<tr><td>09</td><td>9,375km</td><td>7356km</td><td>16,731km</td></tr>
<tr><td>10</td><td>12,482km</td><td>300m</td><td>12,782km</td></tr>
</table></td></tr>
</table>

		11	13,044km	385m	**13,429km**
		12	13,646km	0km	**13,646km**
		13	12,380km	1,971km	**14,351km**
		14	17,148km	6,425km	**23,573km**
		15	14,646km	899m	**15,254km**
			236,131km	**34,502km**	**270,633km**

i.Underberg/ Himeville

Underberg town has a huge backlog when it comes to the standard of roads and storm water infrastructure which may lead to flooding of the town, there is an urgent need for upgrade of these roads from Gravel to Asphalt surfaced. Dr NDZ LM has resolved that every financial year a funding should be set aside to upgrade current existing Gravel roads to Asphalt or Concrete Surfaced roads. Umzimkhulu / River view which forms parts of Underberg Asphalt Phase 4, sections 2 has been upgraded and on defects liability period.

In Himeville though most roads are Tarred, there is still a need to also upgrade the storm water drainage system and to resurface the existing roads since they have reached the useful life span. Dr NDZ LM has resolved that every financial year a funding should be set aside for renewal of these roads. Thomas Street has been constructed under Himeville Asphalt Phase 4. Currently, we are upgrading and patching Sugar access road in Himeville township. The upgrade of intersecting roads linking Thomas Street, Arbuckle Street and Sutton Street is on the business plan stage.

Dr NDZ LM is traversed by the R617 provincial route which connects the municipality to the Greater Kokstad Municipality and eventually the Eastern Cape Province. This road serves a high number of travellers going to places such as Kokstad, Lesotho, Matatiele, Umtata. Unfortunately this road is not well maintained and therefore road users prefer to use an alternative route to this R617. The upgrading of the R617 could facilitate the economic growth of the town tremendously. The more through traffic means more opportunity to gain economic income through the sale of goods and rendering of services.
The R617 joins the N3 via Howick further joining Pietermaritzburg and Durban further South. The route to Lesotho through Himeville is the only one in the province, therefore improvement would lobby more motorists this way. Domestic tourism would also increase significantly if the area becomes more accessible through improved road conditions.

ii. Creighton

Creighton town has a backlog when it comes to the standard of roads and storm water infrastructure which may lead to flooding of the town, there is an urgent need for upgrade of

these roads from Gravel to Asphalt surfaced. Dr NDZ LM has resolved that every financial year a funding should be set aside to upgrade current existing Gravel roads to Asphalt Surfaced, previously we implemented Phase 6. Lewis Street still needs to be upgraded to surfaced road. Stormwater management needs to be a priority in Creighton. Currently designs for stormwater upgrade are underway. Creighton town upgrade is an ongoing project with 2 phases already completed. The project is for the construction of proper storm water and traffic control measures. It aims to create appropriate pedestrian walkways, bus stops and shelters thus improving the image of the town for attraction of the business investors.

Creighton is indirectly accessible from the R612 provincial road. The R612 is particularly in bad condition at close proximity to the border of Dr Nkosazana Dlamini-Zuma Local Municipality and Ubuhlebezwe LM. At the off-ramp to Creighton, approximately 19 km from Ixopo and near a village situated 18 km from this turn off, R612 road is in a good condition. However, there are numerous badly patched potholes. It carries heavy traffic from dairy and timber trucks.
An alternative route to Creighton is from the North via Main Road R617, which links Pietermaritzburg to Underberg in the Southern Drakensberg. This road connects to R612 (link to Donnybrook, Creighton and Ixopo) 5 km from Bulwer, and passes through Donnybrook, before reaching the turn off to Creighton.

The main road intersects Creighton and extends towards Centocow but is only surfaced for another 4.6 km after Creighton. A more direct link from Creighton to Donnybrook is along a 10 km dirt road, which joins the R612 at Eastwolds. Another section of surfaced road (D170) is the access to the Waterworks site on the western side of the trading stores situated opposite the municipal offices. There is also a direct gravel road link to UMzimkhulu, 6 km from the turn off to Creighton on the R612. In terms of the Creighton CBD roads, the only surfaced roads in Creighton are the sections Main Road, Railway Street. All other roads are gravel surfaced in good condition.

iii. Donnybrook

Donnybrook town has a backlog when it comes to the standard of roads and storm water infrastructure which may lead to flooding of the town, there is an urgent need for upgrade of these roads from Gravel to Asphalt surfaced. Dr NDZ LM has resolved that every financial year a funding should be set aside to upgrade current existing Gravel roads to Asphalt surfaced, previously we implemented Phase 4. Currently there is Junction Road which requires an upgrade from gravel to concrete surfacing.

Donnybrook is situated along the R612, approximately 31 km from Ixopo, and 22 km from Bulwer. The R 612 is in good condition from Bulwer to Donnybrook but is degraded from Donnybrook to Ixopo. The tar-surfaced roads are in a state of disrepair, and so are the gravel roads. Taxis park in front of the Spar Supermarket in an informal Taxi Rank and along the main road.

iv. Bulwer

Bulwer town has a backlog when it comes to the standard of roads and storm water infrastructure which may lead to flooding of the town, there is an urgent need for upgrade of

these roads from Gravel to Asphalt surfaced. Dr NDZ LM has resolved that every financial year a funding should be set aside to upgrade current existing Gravel roads to Asphalt Surfaced, Currently we are upgrading Ntokozweni Road as part of Phase 8 which is implemented in 3 sections. The first two sections have been surfaced, and the 3rd section is under construction. Jackson Road Causeway project is ready for procurement. Bulwer town upgarade is another project that is under implementation where the municipality is beautifying its towns. The project is for the construction of proper storm water and traffic control measures. It aims to create appropriate pedestrian walkways, bus stops and shelters thus improving the image of the town for attraction of the business investors.

Bulwer is situated along the R617, approximately 90 km from Pietermaritzburg, and 34 km from Underberg. The road to Pietermaritzburg is severely damaged in certain sections. Main road R617, which passes through Bulwer, is surfaced as well as the district road (D1213) to the Low-Income Township. There is a taxi rank near the shops.

v. Public Transport

In terms of the National Land Transport Transition Act (Act 20 of 2000), each district municipality is required to prepare a Current Public Transport Record (CPTR) for its entire area. The purpose of this report is to provide record of public transport services, facilities and infrastructure, which ultimately constitutes as a basis for development. In the case of Harry Gwala DM, the preparation process of the CPTR involved intense research and in-depth analysis of the existing transport system. Harry Gwala District Municipality has recently drafted the Intergrated Transport Plan which incorporates local municipal transport issues. From this intergrated plan, Dr Nkosazana Dlamini-Zuma Local Municipality will then be able to develop its own Local Transport Plan.

Progress on LITP for Dr NDZ LM

Dr Nkosazana Dlamini Zuma Local Municipality has prepared Terms of Reference and issued Request for Quotation from prospective bidders for the Development of a five-year **Local Integrated Transport Plan** to inform service delivery, infrastructure prioritisation and regulatory recommendations, and to support Council's IDP/SDF implementation and budget cycle. The LITP is a statutory plan in terms of **Section 36 of the NLTA**, to be prepared, updated and submitted to the MEC by the dates determined, and used to guide operating licence recommendations to PRE/NPTR.

The objective of the plan are as follows:

1. Deliver a **Local ITP** that fully satisfies the **2016 Minimum Requirements** (content, process, datasets, submission), cross-referenced via a compliance matrix.
2. Establish a robust **status quo** of all modes (public transport, learner transport, freight), road network condition and safety, and spatial access.
3. Develop coherent **strategies** for public transport, road network preservation and upgrades, NMT/universal access, freight/logistics, learner transport and road safety, aligned with NLTSF outcomes.
4. Produce a **prioritised, costed implementation programme** (5-year horizon with 10–20-year outlook), indicative funding sources, and an M&E framework.

vi. Taxi Ranks

There are 4 formal Taxi ranks within the jurisdiction of Dr Nkosazana Dlamini Zuma Municipality, and there is also a great number of informal taxi rank facilities that exist within the municipality. The municipality completed successful the upgrading of Underberg Taxi Rank, Centocow Taxi Rank has been upgraded in order to meet the outcome of being able to meet the demands and to include shelter that will assist commuters during adverse weather conditions.

The municipality also has bus shelter projects that aim at proving shelter for commuters during adverse weather conditions. During the past financial year the municipality constructed 8 bus shelters and this current financial year we have constructed 7 shelters. We are looking at constructing an additional 15 shelters in the upcoming financial year.

Table 40: Dr NDZ Taxi ranks

Taxi ranks	= 04 Taxi Ranks in total x 01 in ward 03, Underberg x 01 in ward 04, Kilimon x 01 in ward 06, Centocow x 01 in ward 10, Bulwer

The R617 road is deemed to be in poor condition and therefore road users prefer to use an alternative route to this R617. The upgrading of the R617 could unleash the economic stagnation of the town tremendously. The more through traffic means more opportunity to gain economic income through the sale of goods and rendering of services. There is also traffic and pedestrian congestion which lead to road safety concerns. The blacktop road, P126 (Sani pass) provides a link between the Municipality and Lesotho. The route to Lesotho through Himeville is the only one in the province, therefore improvement would lobby more motorists this way. Domestic tourism would also increase significantly if the area becomes more accessible through improved road conditions.

The public transport system comprises solely of mini bus taxis which are deemed to be expensive for poorer communities such as Maguzwana rural area and only service the outlying areas once a day. The municipality does not have a Transportation Plan, however it has been included in the next financial year's budget and will be done by an external service provider. However, the Harry Gwala draft Integrated Transport Plan is also attached as an annexure.

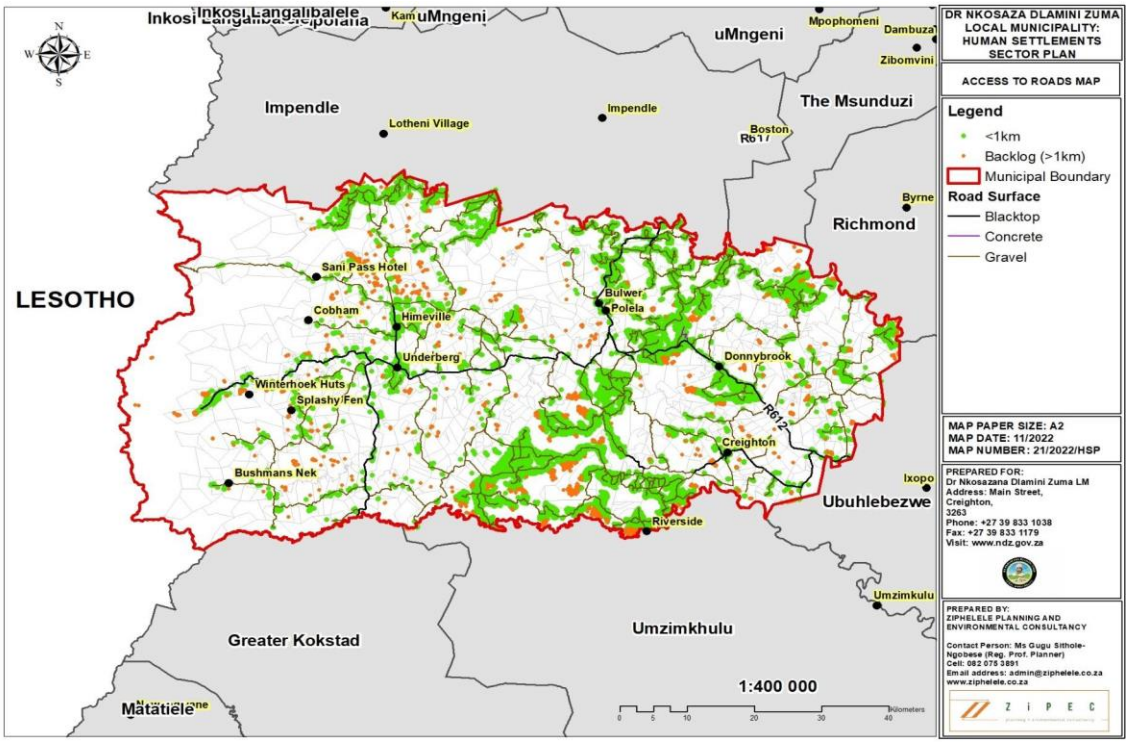
vii. Rural access roads

The Municipality is responsible access roads within its jurisdiction, there is a huge outcry in our rural communities for this service. The Municipality has been using Municipal Infrastructure

Grant (MIG) to implement new access roads projects and with limited funding the progress to eradicate backlog has been very slow. The Municipality has adopted a new strategy that will fast-track implementation of new Access Roads and Maintenance of such roads. This strategy had aimed at targeting 1km per ward for new roads and another 1km per ward for maintenance of existing roads every financial year. Due to financial constraint within the municipality, the department has planned to use internal and external yellow plant to implement renewals of gravel roads.

We are also implementing concrete steep hills where accessibility is a challenge. Currently we are implementing three projects in three different wards which are ward 7, 15 and 1, namely Tars Valley, Mandawe and Mqatsheni respectively.

Below is the map indicating access roads



4. ENERGY

The Dr Nkosazana Dlamini Zuma municipality is not an electricity provider, but that function is under Eskom. The municipality doesn't have an electricity Master plan and an operation and maintenance master plan for electricity that deals with the Grid system.

According to Statistics SA community surveys (2016), many people still rely on the traditional source of energy which is wood and candles, 12689 households use wood for cooking, 14234 use wood for water heating, 17776 for space heating and 4751 for lighting. A combined strategy/partnership between Dr Nkosazana Dlamini-Zuma LM and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the municipality. However, there is a slight improvement from 2007, as 2016 statistics suggests the municipality uses electricity mostly for lighting followed by candles and paraffin which may be also a concern of affordability since this is a rural municipality.

Electricity plays a significant role in the betterment of human life. Apart from its social benefits, electricity is also a driving factor in the economy. Its usage ranges from communication and transportation to production. Local government plays an important role in the electricity industry in South Africa. Schedule 4B of the Constitution lists electricity as a local government responsibility. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services (which includes electricity reticulation) to communities in a sustainable manner as well as promote economic and social development. Electricity is an important funding source for local government, particularly for municipalities.

1.1.4.1 Electrification

Electrification and infrastructure where the expansion of electrical power grids, coupled with the development of supporting infrastructure, unlocks economic opportunities, improves quality of life, and facilitates a transition towards a more sustainable future, by bringing electricity to previously underserved areas and powering new technologies, all while requiring thoughtful planning and investment in transmission lines, power plants, and distribution networks to ensure reliable access to electricity.

The Power of Connection:
The reality of communities lacking access to electricity, highlighting the limitations this imposes on daily life, education, healthcare, and economic development.

Building the Backbone:
Enter the engineers, planners, and construction crews who embark on the ambitious task of building the necessary infrastructure – transformer, ABC bundle and mv line upgrades to deliver electricity to these areas.

Impact on Communities:
As the power lines reach new settlements, the story describes the transformative effect of electricity, enabling basic necessities like lighting, powering essential appliances, and facilitating communication technologies.

Project Focus:

The municipality implementing six project during 2024/25 financial year as per the Department of mineral resource and energy funding (Greater Amakhuze/Cabazi ph7(18) in ward 4, Greater Khukhulela/Nomagaga ph7(18) in ward 5, Greater Ngwagwane ph7 (23) in ward 8, Greater Nkwezela ph7 (18) in ward 9, Greater Nkumba/Nomagaga ph7 in ward 11 and 5.3 km mv line upgrade Lamington to Greater Stepmore/Ridge) and infrastructure upgrade in various ward. Application for funding for the period of 2025/26 financial year was submitted to department of mineral resource and energy for ward 1 to 15.

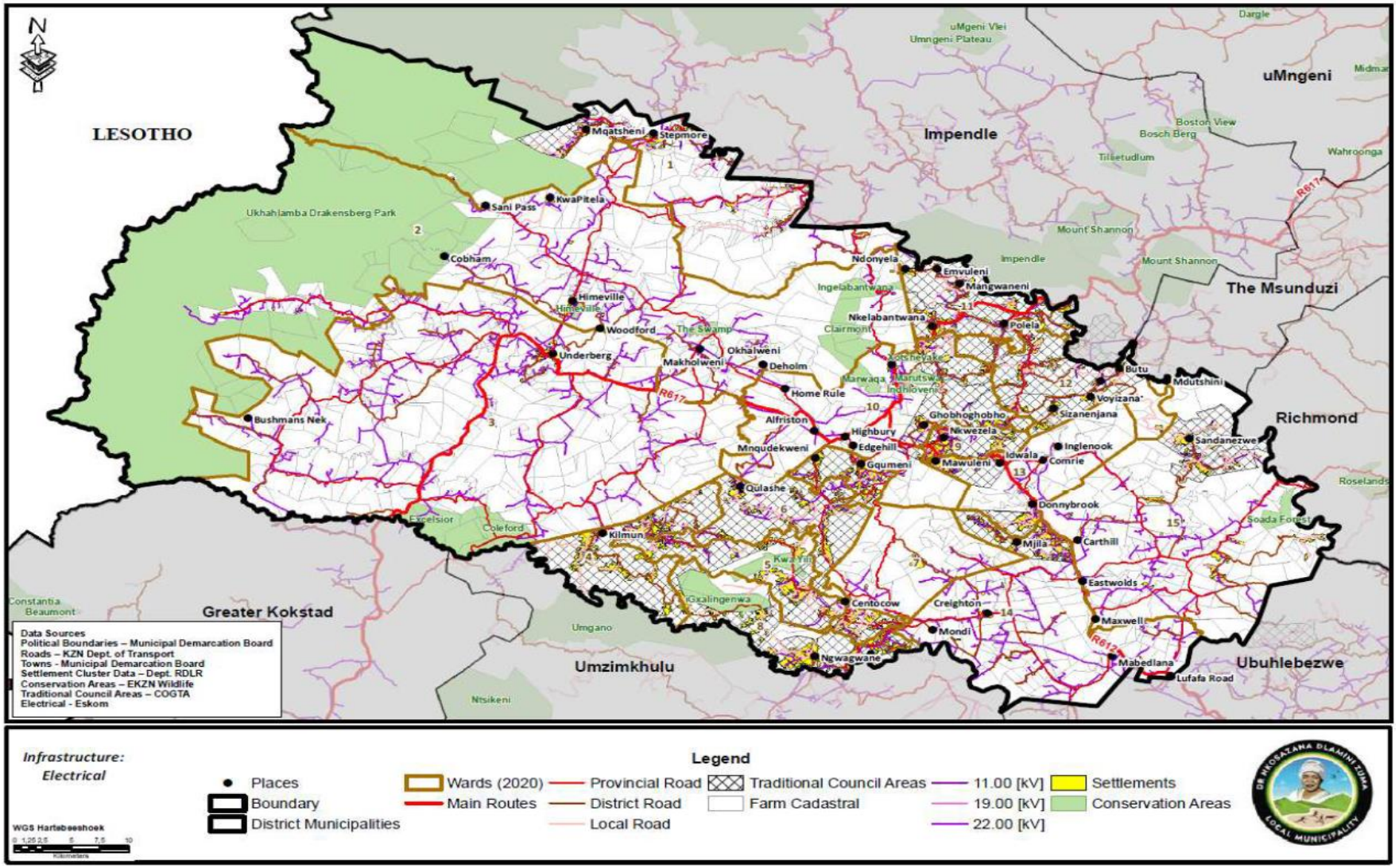
Challenges and Innovation:
The story acknowledges the challenges faced, including navigating difficult terrain, high number of transformer upgrade and adapting to changing technology where meters change from KRN1 to KRN2 as well as from split meter to smart meters etc. while showcasing innovative solutions to overcome these obstacles.

Table 41: Dr NDZ Electrification Backlog

WARD NUMBER	PROJECT NAME	ESTIMATED HOUSEHOLD CONNECTIONS
01	Greater Stepmore/Ridge	50
02	Greater Nhlanhleni/Goxhill	60
03	Greater Underberg	40
04	Greater Makhuze/ Cabazi	80
05	Greater Khukhulela	120
06	Greater Centocow/Hlabeni	20
07	Greater Gqumemi/Mqundekweni	40
08	Greater Ngwagwane	90
09	Greater Nkwezela	70
10	Greater Bulwer	100
11	Greater Nkumba/Mangwaneni	40
12	Greater Bhidla/Sizanenjana	30
13	Greater Donnybrook	80

14	Greater Creighton	90
15	Greater Sandanezwe/Masamini	120
TOTAL CONNECTIONS		**1030**

Map below illustrate electrification network within Dr Nkosazana Dlamini Zuma Municipality



Map 25 : Electrification Network

2023/24 financial year projects			
Project Name	**Ward**	**Connections**	**DMRE Approved Budget**
Greater Amakhuze/Cabazi PH 6	4	40	R 571 428,57
Greater Khukhulela/Nomagaga PH 6	5	40	R 571 428,57
Greater Centocow/Hlabeni PH 6	6	30	R 428 571,43
Greater Gqumeni/Mqundekweni PH 6	7	30	R 428 571,43
Greater Ngwagwane PH 6	8	55	R 785 714,29
Greater Nkwezela PH 6	9	40	R 474 800,00
Greater Bulwer PH 6	10	55	R 652 850,00
Greater Nkumba/Mangwaneni PH 6	11	30	R 356 100,00
Greater Donnybrook PH 6	13	55	R 652 850,00
Greater Mjila/Creighton PH 6	14	40	R 474 800,00
Greater Sandanezwe/Masamini PH 6	15	40	R 474 800,00

2024/25 financial year projects			
Project Name	**Ward**	**Connections**	**Budget**
Greater Stepmore/Ridge PH 6	1	55	R 785 714,28
Greater Amakhuze/Cabazi PH 7	4	18	R 360 000,00
Greater Khukhulela/Nomagaga PH 7	5	18	R 360 000,00
Greater Ngwagwane PH 7	8	23	R 424 000,00

Greater Nkwezela PH 7	9	18	R 360 000,00
Greater Nkumba/Mangwaneni PH 7	11	15	R 300 000,00
Greater Bhidla/Sizanenjane PH 6	12	30	R 474 800,00
Lamington to Greater Stepmore/Ridge 5.3 km mv line	1		

2025/26 Financial year Application			
Project Name	**Ward**	**Connections**	**Budget Applied for**
Greater Stepmore/Ridge PH 7	1	55	R 1 100 000.00
Greater Nhlanhleni/KwaPitela PH 7	2	30	R 600 000.00
Greater Underberg PH 5	3	40	R 800 000.00
Greater Amakhuze/Cabazi PH 8	4	40	R 800 000.00
Greater Khukhulela/Nomagaga PH 8	5	40	R 800 000.00
Greater Centocow/Hlabeni PH 7	6	30	R 600 000.00
Greater Gqumeni/Mqundekweni PH 7	7	30	R 600 000.00
Greater Ngwagwane PH 8	8	55	R 1 100 000.00
Greater Nkwezela PH 8	9	30	R 600 000.00
Greater Bulwer PH 7	10	60	R 1 800 000.00
Greater Nkumba/Mangwaneni PH 8	11	40	R 800 000.00
Greater Bhidla/Sizanenjana PH 7	12	30	R 600 000.00
Greater Donnybrook PH 7	13	40	R 800 000.00
Greater Mjila/Creighton PH 7	14	40	R 800 000.00

Greater Sandanezwe/Masamini PH 7	15	40	R 800 000.00
Juliyani Farm	15	65	R 600 000.00



Figure 1: Transformer upgrade



Figure 2: Low voltage line



Figure 3: New Transformer



Figure 4: House connection

1.1.4.2 Streetlight and high mast light

Street lighting refers to outdoor lighting arranged on one side, both sides or on the isolation island of the street. Its main purpose is to provide necessary visibility for pedestrians and vehicles at night, and it also plays a role in beautifying the city's night view. Street lighting devices can only operate continuously with high efficiency and provide sufficient light if they are well maintained. In order to ensure the effective operation of the road lighting system, it is important to perform regular preventive maintenance as well as timely corrective/predictive maintenance.

Municipality consist of five small towns (Creighton, Donnybrook, Bulwer, Underberg and Himville) that required maintenance regularly due to old infrastructure and there are new installed streetlights at Donnybrook village (69) and Bulwer Village (90) hence there are still a backlog at Bulwer village even though Department of Economic Development, Tourism and Environmental Affairs has funded municipality with 1 million to promote green project for solar streetlight which expected to be implemented during 2024/25 financial year.

The municipality need re-prioritized the installation of high mast lights in the communities to improve the safety and security of residents and the research has shown that high mast lights are one of the most effective means of lighting areas where vandalism and crime are widespread. It is not that easy for vandals and criminals to break these lights, as they tend to do with traditional streetlights.

According to research the high mast lights also increase visibility at night and provides a sense of safety, while enhancing the quality of life in areas that were covered in darkness before as it allows for increased night-time activities in a safe environment.

The launched of high mast project can be a good example of the municipality commitment to ensure the safety of residents.



Figure : Donnybrook streetlight at night



Figure 2: Donnybrook streetlight during the day

1.1.4.3 Battery energy storage system (BESS)

Municipality has been initiated A battery energy storage system (BESS) at Nkwezela Library, Creighton Library, Creighton animal pound and Himville animal pound its acts like a large, rechargeable battery that stores electricity generated from renewable sources like solar or wind, allowing it to be released on demand when needed most, essentially acting as a buffer against fluctuations in power supply, ensuring a stable and reliable flow of electricity even during peak usage periods or power outages; it's a key component in integrating variable renewable energy into the grid, providing flexibility and resilience to the energy system by storing excess power during times of abundance and releasing it when demand surges.
Function:
Collects electricity from renewable sources or the grid during periods of low demand and stores it in batteries, then discharges the stored energy when needed, like during peak hours or power outages.
Benefits:
Grid stability: Helps balance the grid by managing fluctuations in power generation from renewable sources like solar and wind.
Cost savings: Can reduce electricity bills by utilizing cheaper off-peak power and minimizing reliance on expensive peak power generation.
Resilience: Provides backup power during power outages, ensuring critical services can continue operating.
Environmental impact: Supports the integration of renewable energy sources, contributing to a cleaner energy grid



Figure 8: Himeville BESS



Figure 9: Creighton Library BESS

1.1.4.4 Electricity maintenance for municipal building

Electricity maintenance for a municipal building involves a comprehensive program of regular inspections, testing, repairs, and preventative measures to ensure the safe and reliable operation of all electrical systems within the building, including wiring, switchboards, lighting

fixtures, and appliances, adhering to relevant safety standards and regulations, typically managed by the municipality's technical services department.

Key aspects of municipal building electricity maintenance:

Routine visual checks of electrical panels, wiring, outlets, and fixtures for signs of damage, overheating, or loose connections.
Testing of emergency lighting systems and backup power generators.
Monitoring of power consumption to identify potential inefficiencies.

Maintenance Tasks:
Cleaning and tightening electrical connections.
Replacing worn or damaged components like switches, outlets, and light bulbs.
Lubricating moving parts of electrical equipment
Addressing any identified issues promptly, including minor repairs

Corrective Maintenance:
Repairing electrical faults, including circuit breaker issues, wiring problems, and malfunctioning appliances.
Replacing outdated or faulty electrical equipment

Compliance with Regulations:
Adhering to local electrical codes and safety standards
Ensuring proper grounding and surge protection measures are in place

Important considerations for municipal building electricity maintenance:

Detailed Maintenance Plan:
Creating a documented schedule for inspections and maintenance tasks based on equipment age, usage, and manufacturer recommendations.

Qualified Personnel:
Employing licensed electricians with expertise in commercial building electrical systems to perform maintenance tasks.

Energy Efficiency Initiatives:
Incorporating energy-saving measures like LED lighting upgrades, smart power management systems, and regular power factor correction

Emergency Response:
Having protocols in place to handle power outages, electrical emergencies, and rapid response procedures.

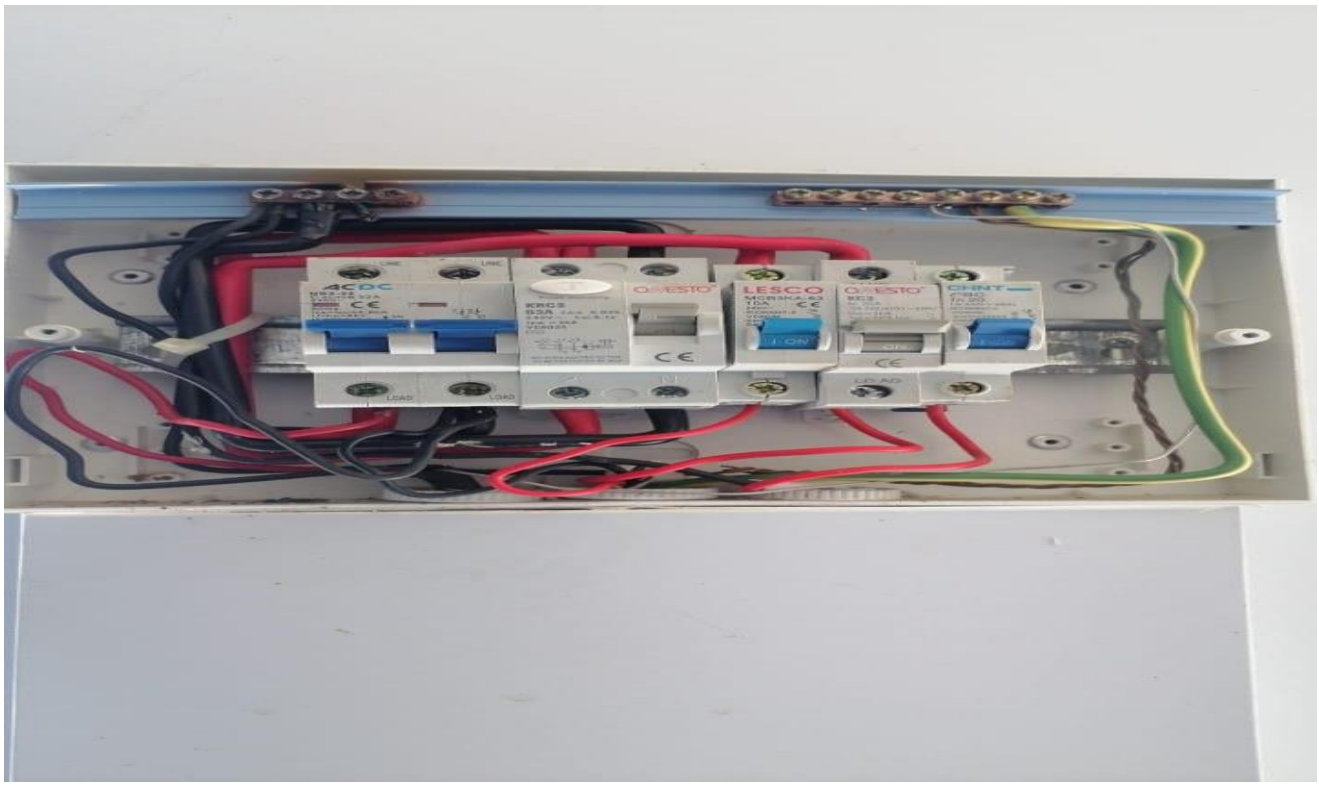


Figure 10: Non-compliance DB



Figure 11: compliance DB



Figure 12: hazard plug



Figure 13: non-compliance plu

5. ACCESS TO COMMUNITY FACILITIES

Provision of social facilities and public institutions should be clustered in civic precincts, at the points of highest accessibility or the intersections of the grid. Such facilities range in sizes and threshold population. The CSIR guidelines have provided a framework for the provision of social facilities with the estimated threshold population. There is relatively good access to community facilities within the local municipality. However, a significant percentage of the rural communities have poor access to these facilities due to the distance factor. Providing access to basic social infrastructure such as electricity and roads is essential in promoting the development of community facilities, particularly within the rural communities. It influences an agglomeration of the adequate number of people required in an area before a community facility can be developed.

Sufficient infrastructure investment would contribute to economic growth and support social objectives. Access to social services is limited in terms of clinics and schools. Whilst there are schools in towns and settlements in the municipality, they are in a dilapidated state and lack proper sanitation and potable water for both learners and educators. The municipality has taken the initiative to upgrade and develop various community facilities including a community centre in Bulwer.

1. COMMUNITY HALLS

Dr NDZ municipality has cleared its backlog when it comes to the development of community halls, currently each ward has more than one community Hall. The Municipality also ensures that each financial year there is budget that is set aside for maintenance of existing structures. The Municipal Infrastructure Grant (MIG) is used as a source of funding for the implementation of these projects. These communities halls are also utilised during elections as voting stations

Table 43: Community Halls in Dr NDZ LM

Community Halls	**= 66 Halls in total**
	x 07 in ward01 and x 05 in ward02
	x 04 in ward04 and x 04 in ward05
	x 06 in ward06 and x 04 in ward07
	x 04 in ward08 and x 05 in ward09
	x 05 in ward10 and x 05 in ward11
	x 05 in ward12 and x 03 in ward13
	x 04 in ward14 and x 05 in ward15

2. SPORTSFIELDS

Dr NDZ municipality has cleared its backlog when it comes to the development of sportsfields, as each ward has more than one sportsfield. The Municipality also ensures that each financial year there is budget that is set aside for maintenance of existing structures. The Municipal Infrastructure Grant (MIG) is used as a source of funding for the implementation of these projects. The Department of Sport and Recreation plays an integral part in the development of sportsfields within NDZ LM. All business plans relating to sports development are endorsed by the Department of Sports and Recreation before submission to Cogta for approval.

Table 44: Sportsfields in Dr NDZ LM

Sport facilities (Sportfields, Combo-courts & horse racing track)	**= 28 Sportfields in total** x 03 in ward 01, Umqatsheni, Ridge & Solokohlo x 02 in ward 02, Enhlanhleni & KwaPitela x 02 in ward 04, Kilimon & Mashayilanga x03 in ward 05, Dazini, Mpumulwane & Khukhulela x03 in ward 06, Qulashe, Ndumakude& Magqubeni x02 in ward 07, Gqumeni & Mnqundekweni x03 in ward 08, Bhobhoyi, Ngwagwane & Mwaneni x01 in ward 09, Bhambatha x01 in ward 11, Mandlezizwe x02 in ward 12, Bethlehem & Voyizane x01 in ward 13, Seaford x01 in ward 14, Woodhurst & Creighton indoor Sports centre x03 in ward 15, Khethokuhle, Sawoti & Makawusana

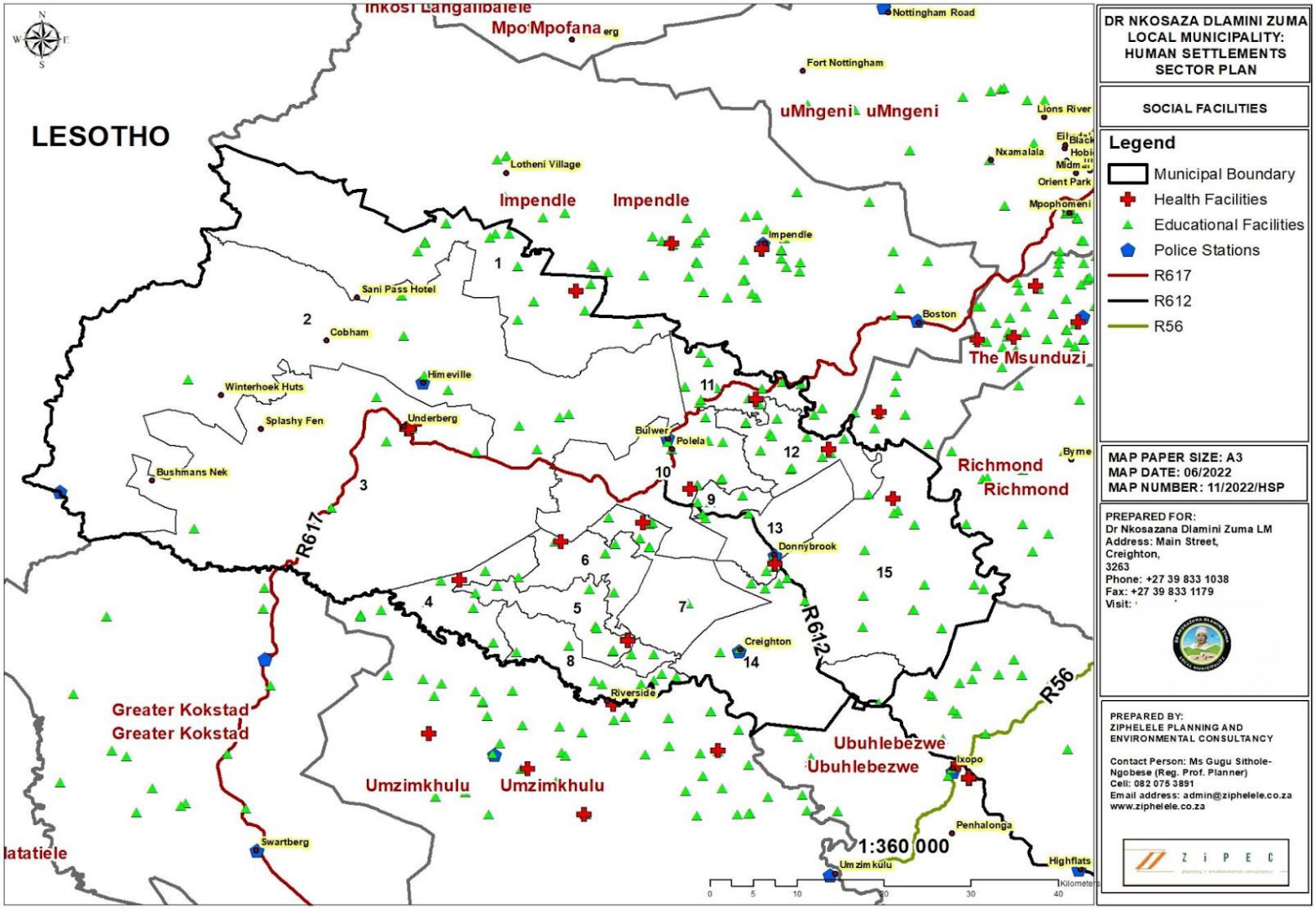
3. EARLY CHILDHOOD DEVELOPMENT CENTRES (ECDS)

There is a huge backlog when it comes to the development of early childhood development centres infrastructure (ECD Centres), as a result the municipality has received numerous community requests through IDP Consultation processes and these have been included in the Ward Based Plans.

Table 45: Community creches in Dr NDZ LM

Community Creches	**= 08 Creches in total** x 05 in ward 01, (02 at Umqatsheni, 01 at EMhlangeni, 01 at Manguza combined with hall & 01 at Ridge/Mzokhulayo) x 03 in ward 02, Enhlanhleni, Himeville & KwaPitela x 01 in ward 7 at Egqumeni x 01 in ward 9 at Sopholile x 01 in ward 11 at Kwabhidla x 01 in ward 12 at Lubovana

In 2022/2023 two ECDs were constructed (Langelihle Creche, Ward 12).
In 2023/2024 two ECDs were constructed in Ward 8 (Lwazi Creche), Ward 10 (Njobokazi / Sizamokuhle Creche) and Ward 7 (Gala Creche)



Map : Social facilities

6. HUMAN SETTLEMENTS

The historical evolution of settlements within Dr Nkosazana Dlamini Zuma Municipality was largely driven by the chronology of the past administrative structures as well as the three interrelated settlements concepts that have been mentioned. These settlements can be listed as follows:

1. FORMAL URBAN SETTLEMENTS

Underberg, Bulwer, Creighton, Donnybrooks and Himeville are the urban settlements. In terms of size, character and performance these function as small towns which are associated to service provision for the town itself and the surrounding countryside (Cater, 1990). There is a general lack of new residential/ housing products such as cluster housing within town. Services and activities that are found there do not produce or modify goods; these include education, welfare, legal and administrative functions, and employment (Nagle, 2000).
Thus, it is possible to examine whether each unit consists of one community of several settlements, and the degree of political or social interaction between the settlements through an examination of the social forces involved in the spatial relationships of the different residential units (Tringham, 1972). Settlements therefore, form a series of complex interrelated places which are key to the economic, social and political organization of regions and nations (Pacione, 2005). The most widely adopted framework for analysing over the years, this concept of human settlements has been broadened to become a framework for an overall national socioeconomic development in the context of formulating housing strategies. It is now contended that human settlements are the spatial dimension as well as the physical expression of economic and social activity. No creative act takes place without being influenced by settlement conditions. In turn, the creation of workable human settlements inevitably becomes an objective of, an indicator of and a prerequisite for social and economic development. Settlements are an objective of development in that places where people can live, learn and work in conditions of safety, comfort and efficiency are a fundamental and elementary need. Settlements are also an indicator, in that they are the most visible expression of a society's ability to satisfy some of the fundamental needs of its members: they can mark accomplishments as well as expose destitution, neglect and inequality. Finally, settlements are a prerequisite for social and economic development, in that no social progress for sustainable economic growth can occur without efficient settlements systems and settlement networks. (https://www.virtualstatisticalsystem.org – 06/09/2016).

2. INFORMAL SETTLEMENTS

There are 485 informal dwelling units within Dr Nkosazana Dlamini Zuma Municipality. Most these are found around the urban centres. The processes to upgrade these using housing subsidy instruments from the Department of Human Settlements would need to be considered.

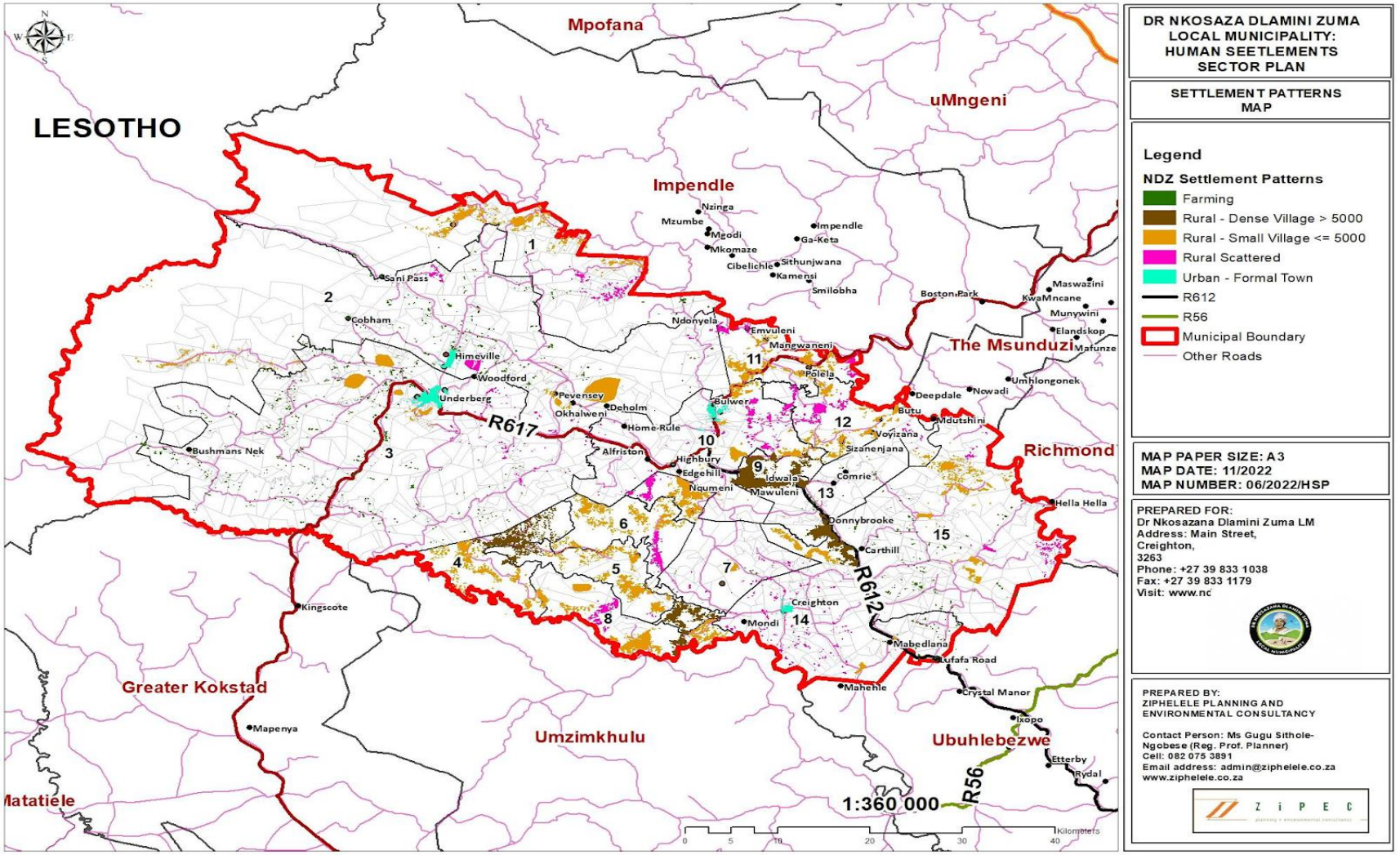
3. PERI-URBAN SETTLEMENTS

The most notable peri-urban settlements are Polela, Centecow and Rechenau. It has great potential to be a thriving rural service centre for the surrounding community. Majority of the land around Ncwadi is currently subject to land restitution and claims. Pholela also constitutes as another secondary node in the local municipality. Centecow and Rechenau is originally a Catholic mission outstation with various self-contained amenities. It located in a rural section of the municipality. It is accessible through district roads. It accommodates an Informal taxi rank, Informal stalls/ tuck shops and secondary and primary schools

4. RURAL SETTLEMENTS

In general, settlements within Dr Nkosazana Dlamini-Zuma Local Municipality are centrally located. The higher concentration is evident in the south-west parts of the municipal area. Settlements are mainly situated along main transport routes and in the Traditional Authority areas. Settlements and communities under the leadership of Traditional Councils account for a higher proportion compared to non-aligned communities, the settlement pattern is illustrated below. There are 11 Traditional Councils namely:

- Amakuze TC
- Amangwane TC
- Basotho TC
- Bhidla TC
- Isibonelo esihle TC
- Madzikane Bhaca TC
- Maguzwana TC
- Sizanani TC
- Macala Gwala TC
- Vezakuhle TC
- Zashuke TC



DR NKOSAZA DLAMINI ZUMA LOCAL MUNICIPALITY: HUMAN SEETLEMENTS SECTOR PLAN

SETTLEMENT PATTERNS MAP

Legend

NDZ Settlement Patterns

- Farming
- Rural - Dense Village > 5000
- Rural - Small Village <= 5000
- Rural Scattered
- Urban - Formal Town
- R612
- R56
- Municipal Boundary
- Other Roads

MAP PAPER SIZE: A3
MAP DATE: 11/2022
MAP NUMBER: 06/2022/HSP

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Map : Settlement Patterns

5. FORMAL HOUSING

a.Low-cost housing

The issue of housing upgrades and land ownership is intertwined: significant portions of land is mostly owned by the Ingonyama Trust Board (ITB) and administered by the traditional authorities. Key to note that the greatest need for housing upgrades and basic services is largely identified in the traditional authority areas, which is where majority of the rural population is located. All traditional authority areas have expressed a need for housing developments in their relevant areas of jurisdiction.
The need to develop middle-income housing in the municipality has been identified. This will accommodate, amongst others, civil servants who are working in the municipality and are seeking suitable affordable housing, which can be purchased with the assistance of government housing subsidies. Bulwer and Donnybrook have vacant land that would be suitable. However, Transnet own the land respectively. This includes serviced vacant land available in Creighton. Dr Nkosazana Dlamini-Zuma Local Municipality would need to enter into negotiations with Transnet for the land to be released.

A distinction should be drawn between housing in rural areas as opposed to urban areas.

b. Rural Housing

There are a number of land categories of rural areas in Dr Nkosazana Dlamini-Zuma Local Municipality. Communities with different housing and infrastructure needs often occupy these. The land categories include:

Commercial farming areas include farm workers who reside on land owned by the farmers. In many cases, workers have lived on farms for a number of years and in some cases generations. In such cases, there is potential to secure individual title through the Extension of Security of Tenure Act 62 of 1997.

c. Special housing initiatives in Dr Nkosazana Dlamini-Zuma Local Municipality

The municipality supports two special housing initiatives in the municipal area:
The housing estate at the Creighton Golf Course which is private initiative; and
The project around the purchase and resale of the railway houses in Donnybrook.
The majority of housing projects in Dr Nkosazana Dlamini-Zuma Local Municipality are categorized as rural housing projects, in line with the Government rural housing assistance programme. The municipality has developed the Human Settlement Plan, The Housing Sector Plan is aligned to KZN Human Settlements Spatial Master Plan and that is highlighted on the Housing Sector Plan. The HSP is attached as an annexure to this document as annexure. Current and planned Housing Projects are listed in the projects chapter.

The municipality has one Housing Officer that deals with the implementation of housing projects. There are monthly Housing Think Tank meetings held with Implementing Agents, Municipal Representatives and Representatives from the Department of Human Settlement.

INSTITUTIONAL ARRANGEMENTS

The Dr NDZ Human Settlement Institutional Structure is depicted in the figure below. In terms of the current organizational structure, the Senior Manager: Public Works and Basic Services is responsible for the housing functions within the municipality.
These functions in this role can be summarized as follows:

- To manage, monitor and evaluate the Implementation of the Housing
- Sector Plan Development and implementation.
- To ensure integrated housing development within the municipality.
- To co-ordinate line-function responsibilities and actions pertaining to housing development.
- To maintain a database on all erven and property transfers.
- To provide technical support on housing related matters.
- To ensure compliance with national and provincial legislation and policies relating to housing development.
- Monitor and combat land invasion; and
- To assist communities and other role players with housing related queries.

The intention is to construct 2 500 units annually to reduce the backlog in the next five years. This would translate into 12500 units in 5 years. This is an ambitious task with the current structure. It is therefore recommended that the structure be augmented with one, or preferably two more staff members to deal with the administration associated with the development of an average of 2 500 homes annually.
The current reality is that Local Authorities are constitutionally mandated and obliged to address the virtually unlimited demand for housing with very limited resources. To make any progress in real terms the mandated service authority needs the best possible human resources to tackle the vast challenge in a meaningful way

Additional municipal staffing under housing would ideally include a Housing Manager and at least two Housing Officer and two Clerks as permanent staff, and contracted positions or planning entities when required for projects that involve intensive planning facilitation for housing developments in precinct plan implementation, informal settlements and tribal areas

D) HOUSEHOLDS DISTRIBUTION PER WARD

The table below indicates that the following wards have the highest number of households; namely Ward 2 (2 866), Ward 3 (2 999) and Ward 14 (2 408). Some of the wards with the high population (Ward 4,5,6 and 8,9) have low numbers of households, which means that these wards under-serviced in terms of provision of adequate housing. This is evident in terms of the household size exceeding the average size (4.3).

WARD NO.	NO OF HOUSEHOLDS (2011)	PROJECTED HOUSEHOLD NO PER WARD (2016)	PROJECTED HOUSEHOLD NO PER WARD (2021)	PROJECTED POPULATION (2021)	EST. AVERAGE HOUSEHOLD SIZE 2021)
1	1 571	1 573	1 576	7 606	4.8
2	2 859	2 861	2 866	7 269	2.5
3	3 001	3 004	2 999	5 800	1.9
4	1 911	1 913	1 918	10 502	5.5
5	1 458	1 459	1 461	8 263	5.7
6	2 258	2 260	2 264	11 886	5.2
7	1 783	1 784	1 787	8 640	4.8
8	1 800	1 802	1 803	9 769	5.4
9	1 635	1 636	1 638	8 760	5.3
10	2 259	2 261	2 265	9 111	4.0
11	1 745	1 747	1 750	8 442	4.8
12	1 752	1 754	1 758	8 253	4.7
13	1 374	1 375	1 378	6 557	4.8
14	2 399	2 401	2 408	9 398	3.9
15	1 787	1 788	1 792	7 539	4.2
TOTAL	**29 591**	**29 617**	**29 663**	**127 795**	**4.3**

E) HOUSING DEMAND/BACKLOG

The housing backlog guides the municipality to deliver adequate human settlements. It is informed by the identified backlogs and the demand projections. For the purpose of this assessment, the following has been considered to understand the backlog:

- The indicators of backlog in housing such as the classification of the dwelling units. The dwelling units that have been categorized as “informal and traditional” are considered inadequate shelter or substandard dwelling units and this, therefore, represents a backlog.
- The understanding of the status overcrowding

The following definitions by Stats SA (Concepts and Definitions for South African Statistics, Version 2, 201) are used to inform the concept of formal and informal dwellings.
Informal Dwelling: a makeshift structure not erected according to approved architectural plans, for example, shacks or shanties in informal settlements or in backyards.
Traditional Dwelling: “A dwelling made of clay, mud, reeds or other traditional materials. This is a general term that includes huts, rondavels, etc. Such dwellings can be found as single units or in clusters.

The following table indicates backlog in terms of the identified dwelling types as per the 2011 statistics.

WARD NO.	INFORMAL (SHACKS IN BACKYARD & NOT IN BACKYARD)	TRADITIONAL DWELLING	TOTAL BACKLOG (2011)
1.	5	1 107	1 571
2.	224	333	2 859
3.	117	127	3 001
4.	0	1 749	1 911
5.	1	1 364	1 458
6.	9	1 595	2 258
7.	8	1 229	1 783
8.	3	1 434	1 800
9.	6	1 147	1 635
10.	19	1 079	2 259
11.	6	918	1 745
12.	34	1 203	1 752
13.	15	556	1 374
14.	30	1 000	2 399
15.	6	1 265	1 787
TOTAL	**485**	**16 107**	**29 591**
PERCENTAGE	2%	54%	

The table above shows an increase in the number of informal dwellings compared to 2011(which recorded only 438 informal dwellings). This number grew by 2330 units over a period of 5 years. The informality is largely evident within urban areas of the municipality. There was also a significant increase in the number of formal dwellings and a slight reduction in the number of traditional dwelling units. This trend could be attributed to the growth in the urban population (although it still does not surpass the population in traditional areas) and the number of housing projects that were delivered to address the backlog.

In 2016, the backlog was approximately 62%, indicating that more than half of households are in need of housing interventions. However, as most of the households are located in traditional areas (52%), it would be prudent to interview the traditional leaders and their councils to survey their intent of the type of housing they require i.e., servicing, top structures or relocation. The backlog identified under this section does not consider the housing projects that had been delivered between the period of 2011 – 2018

F) THE IMPACT OF MIGRATION ON HOUSING NEEDS AND TYPES

Most settlements (urban and traditional) will experience some growth over the next 10 years, between 1 - 2% growth. Whereas the traditional areas of Amakhuze TA, Isibonelo Esihle TA, and Madzikane Bhidla TA are anticipated to experience a negative growth rate of -2% over 10

years. This decline could be attributed to a number of factors such as migration by residents moving from the municipality or traditional areas to other neighboring areas in search of better job opportunities.

The tribal council areas are where settlements are mostly concentrated & housing projects are proposed within these. This leads to an assumption that the population will increase. However, the population trends and migration patterns reflect the opposite as most of the population seems to be decreasing in most TCs. Most growth is observed on farms and nodal areas

G) HOW THE MUNICIPALITY IS PLANNING TO ADDRESS PROJECTED FUTURE NEEDS/HOUSING DEMANDS

Land availability forms an integral part of human settlement planning. As such, the municipality must ensure adequate availability of land for housing development. In an ideal situation, the municipality must implement housing projects within the land that is under the ownership of the municipality or the state. As such, land ownership must be undertaken to determine land that is suitable for development based on ownership. However, other matters must be considered when identifying land for human settlement.

H) CURRENT PATTERN OF LOCATION OF HOUSING

Planning and provision of bulk infrastructure in line with planned housing projects is an issue identified in the NDZ IDP considering that over 60% of the housing types fall within traditional areas, with most of the settlements falling within rural areas. The current housing interventions in traditional areas do not encourage cluster housing. This has an impact on the provision of infrastructure as the dwellings are sparsely located. On the other hand, the majority of housing interventions need to be directed to these traditional areas as they have been identified to have a high housing backlog.

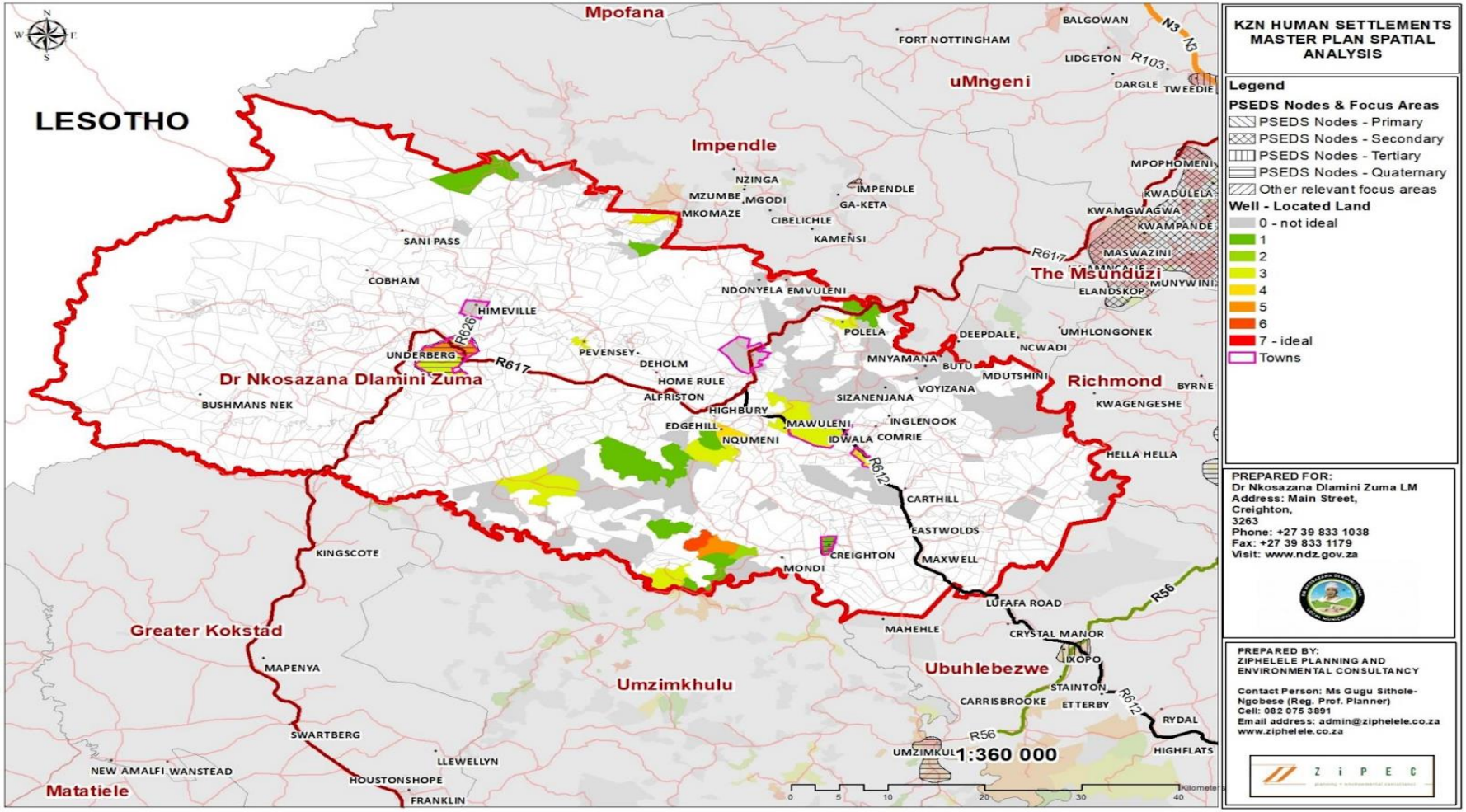
I) LIMITED CAPACITY OF BULK INFRASTRUCTURE

The challenges of the municipality with regards to bulk infrastructure are:

Most of the roads in the municipality are gravel roads

There is a backlog of repairs to roads, causing some curtailed access on some roads

Water supply is insufficient or inconsistent in some towns



Map : KZN Human Settlement Master Plan Spatial Analysis

Ward No.	Description		Rural Housing	IRDP	OSS	Disaster 200	Informal Settlements Upgrade (ISU)	Farm Dwellers	Enhanced People's Housing Process	Social Housing (CRUs)	Institutional Housing	Total
Ward 1:	Demand	**1571**										
	Completed Projects		1200		26							1226
Nodes	Current Projects/Active Projects				15	12						27
Mqatsheni	Future Projects/Pre-feasibility Stage (HDA)		500									500
Stepmore	Future Projects		500									500
	Projected Need after interventions											**-682**

J) Housing Supply and demand per ward

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 2	Demand	**2859**										
Nodes	Completed Projects			135								135
Himeville	Current Projects/Active Projects					12						12
, KwaPitela, Sani Pass, Nhlanhleni	Future Projects/Pre-feasibility Stage (HDA)						500					500
	Future Projects			155				45		300		500
	Projected Need											**1712**

Ward No	Description	Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 3	Demand **3001**										
Nodes	Completed Projects		217	0							217
	Current Projects/Active Projects			62							62
Underberg, Bushmans Nek	Future Projects/Pre-feasibility Stage - HD					500					500
	Future Projects					500			300		800
	Projected Need										**2222**

Ward No	Description	Rural Housing	IRD P	OS S	Disaster 200	IS U	Farm dwellers	PH P	Social	Institutional Housing	Total
Ward 4	Demand **1911**										
Nodes:	Completed Projects	500		18							518
Kilmun	Current Projects/Active Projects				9						9
	Future Projects/Pre-feasibility Stage - DOH			68							68

	Future Projects/Pre-feasibility Stage - HDA	500									500
	Future Projects	500									500
	Projected Need										**316**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 5 Nodes:	Demand	**1458**										
	Completed Projects				9							9
	Current Projects/Active Projects					12						12
Centocow, Dazini	Future Projects/Pre-feasibility Stage - HDA		500									500
	Future Projects		500							200		700
	Projected Need											**237**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 6: Hlabeni	Demand	**2258**										
	Completed Projects				44							44
	Current Projects/Active Projects		250			16						266
	Future Projects/Pre-feasibility Stage - HDA		500									500

	Future Projects	500									500
	Projected Need										**948**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 7: Gqume ni	Demand	**1783**										
	Completed Projects		145		28							173
	Current Projects/Active Projects					10						10
	Future Projects/Pre-feasibility Stage (DOH)		300									300
	Future Projects/Pre-feasibility Stage - HDA		500									500
	Future Projects		500									500
	Projected Need											**300**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 8:	Demand	**1800**										
	Completed Projects		500		4							504

Ward No	Description	Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 9 Nodes: Nkweze la	Demand 1635										
	Completed Projects			1							1
	Current Projects/Active Projects			52	17						69
	Future Projects/Pre-feasibility Stage - HDA	500									500
	Future Projects	500									500
	Projected Need										**565**
gwagwa ne	Current Projects/Active Projects	250									250
	Future Projects/Pre-feasibility Stage (DOH)										0
	Future Projects/Pre-feasibility Stage - HDA										0
	Future Projects	500									500
	Projected Need										**546**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 10	Demand	**2259**										
Nodes:	Completed Projects			314	1							315
Bulwer	Current Projects/Active Projects					21						21
	Future Projects/Pre-feasibility Stage - HDA											0
	Future Projects		500									500
	Projected Need											**1423**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 11	Demand	1745										
Nodes:	Completed Projects				5	17						22
Hlanganani	Current Projects/Active Projects		550		101							651
	Future Projects/Pre-feasibility Stage (DOH)				302							302
	Future Projects/Pre-feasibility Stage - HDA		0					0				0
	Future Projects		500									500
	Projected Need											**270**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 12	Demand	1752										
Nodes:	Completed Projects											0
Memela	Current Projects/Active Projects					23						23
	Future Projects/Pre-feasibility Stage (DOH)				169							121
	Future Projects/Pre-feasibility Stage - HDA		500									500 0
	Future Projects		500									500
	Projected Need											**8**

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 13	Demand	1374										
Nodes:	Completed Projects			284	3							287
Donnybrook	Current Projects/Active Projects				32	16						48
	Future Projects/Pre-feasibility Stage - HDA		500									500
	Future Projects		500									500
	Projected Need											39

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 14	Demand	2399										
Nodes:	Completed Projects			57	1							58
Creighton	Current Projects/Active Projects					13						13
	Future Projects/Pre-feasibility Stage - HDA		500									500
	Future Projects		500							300		800
	Projected Need											1028

Ward No	Description		Rural Housing	IRDP	OSS	Disaster 200	ISU	Farm dwellers	PHP	Social	Institutional Housing	Total
Ward 15	Demand	**1787**										
Nodes:	Completed Projects				0							0
Masomeni	Current Projects/Active Projects				45	12						57
Sandanezwe	Future Projects/Pre-feasibility Stage (DOH)		300									300
	Future Projects/Pre-feasibility Stage - HDA		500					0				500
	Future Projects		500									500
	Projected Need											**430**

COMPARATIVE ANALYSIS OF DEMAND AFTER INTERVENTION

The following table indicates the future need per ward after interventions (i.e., based on implemented and planned projects) as per the tables above. Ward 2, 3, 6, 10 and 14 continue to have a high demand compared to other wards.

	ward 1	ward 2	ward 3	ward 4	ward 5	ward 6	ward 7	ward 8	ward 9	ward 10	ward 11	ward 12	ward 13	ward 14	ward 15
backlog at start	1571	2859	3001	1911	1458	2258	1783	1800	1635	2259	1745	1752	1374	2399	1787
future need	-682	**1712**	**2222**	316	237	**948**	300	546	565	**1423**	270	8	39	**1028**	430

PLANNED FUTURE PROJECTS

During the meeting held on 15 August 2023, the Municipal Housing Forum held a workshop to discuss the future housing needs. It was agreed that 500 units per ward will be allocated for rural housing and an additional 300 units allocated for CRUs in major nodes such as Creighton, Bulwer, Underberg and Himeville. The other smaller nodes were allocated 100units.

The tables below indicate the areas identified for future projects and the predominant land ownership in each ward. This will assist the municipality to pro-actively plan considering the land availability issues.

Ward No	Project Name	No. of Units	Comment
1	Ridge & Mkhomaza	200	The majority of the land (approx. 48%) in ward 1 under private ownership, followed by other (unregistered, 43%) and the national government land (8%) and ITB (4%)
	Ntwasahlobo & Ngqiya	200	
	KwaThunzi / Stepmore	100	
	Solokohlo	22	
	Ridge & Mkhomaza	200	
	TOTAL	**522**	
2	Nhlanhleni	300	The majority of the land (44%) is under private ownership, followed by national government land (23%) and Mondi owned land (13%), unregistered land (10%) and Sappi (7%). There is a need to provide for farm dwellers
	Mahwaqa	100	
	Enkunzini/Zwelisha	15	
	Goxhill (Farm Dwellers)	45	
	Gxalingenwa	10	
	KwaPitela	30	
	TOTAL	**500**	
3	No rural housing project allocated	0	The majority of the land (82%) is under private ownership, Mondi owned land is 7% and national government land (5%). The intension is to provide more housing opportunities within the town (Underberg). CRUs and IRDP future projects have been allocated as per Table 71 below.

Ward No	Project Name	No. of Units	Comment
4	Mashiyilanga	150	The land under ward 4 100% privately owned
	Ghxola	50	
	Magcakini	150	
	Madwaleni	50	
	Mvuleni	100	
	Emakhuzeni	300	

	TOTAL	**800**	
5	Ndodeni	125	58% of the land is privately owned, ITB owns 32 % and unregistered is 9%
	Centocow	125	
	Skofili	125	
	Dazini	125	
	TOTAL	**500**	
6	Qulashe	50	99% of the land is privately owned and ITB owns 0.43%
	Scedeni	50	
	Ngcesheni	100	
	Hlabeni	100	
	Ndumakude	100	
	Sbomvini	50	
	Hlane	50	
	TOTAL	**500**	
7	Mqundekweni	125	The majority of the land (95%) is unregistered and only 5% is privately owned land
	Gala	50	
	Gqumeni	175	
	TOTAL	**500**	
8	Mwaneni	100	41% of the land is privately owned, 32% is under ITB , 15% unregistered and only 9% is owned by the national government (RSA)
	Gxalingenwa	100	
	Mkhazini	100	
	Kumkani	50	
	Sonyongwana	150	
	TOTAL	**500**	
9	Gundwini	125	100% ITB ownership
	Nkwezela School	125	
	Bhambatha	125	
	Nkwezela Hall	125	
	TOTAL	**500**	
10	Ntokozweni	50	28% of the land is under ITB ownership, 21% is owned by Sappi, 18% by RSA and 16% is privately owned land.
	Khenana	50	
	Xosheyakhe	100	
	Ngonyama	100	
	Hlafuna	50	
	Gobhogobho	150	
	TOTAL	**500**	

Ward No	Project Name	No. of Units	Comment
11	Mafohla	100	99.8% of the land is owned by ITB and only 0.20% is owned by the municipality
	Nkelebantwana	200	
	Nkumba	40	
	Hlanganani	30	
	Mangwaneni	80	
	Macabazini	50	
	TOTAL	**500**	
12	Zashuke	400	53% of the land is under private ownership, ITB owns 46%
	Sindawonye	100	
	TOTAL	**500**	
13	Dumabezwe	168	Mondi owns 29% of the land, Sappi owns 27% and RSA owns 22% and only 12% is under private ownership.
	Sokhela	166	
	Donnybrook	166	
	TOTAL	**500**	
14	Mjila	100	The majority of the land (50%) is under private ownership, followed by Sappi at 30% and National Government at 16%
	Junction Ndebeni	100	
	Nomgidi	100	
	Shelembe	100	
	Nomandlovu	100	
	TOTAL	**500**	
15	Mnyanweni	100	The majority of the land (38%) is privately owned, followed by Sappi owning 29% of the land and Mondi at 8%
	Khethokuhle	200	
	Sandanezwe	200	
	TOTAL	**500**	
TOTAL		**7322**	

For the implementation of urban projects, land ownership becomes critical. However, it is evident that there's limited land under the ownership of the municipality. The municipality should start considering land identification and acquisition processes for future use.

Ward No	Project Name	No. of Units	Status
1		0	
2	Himeville	300	The majority of the land (44%) is under private ownership (this is predominantly the land within the town), followed by national government land (23%). The municipality may consider land that is owned by the national government for the implementation of projects (Please refer to **Map 19** above)
Ward No	**Project Name**	**No. of Units**	**Status**
3	Underberg CRU	300	The majority of the land (82%) is under private ownership, with only 5% under the ownership of RSA.
	Underberg IRDP	200	
4	Kilmon	100	The land is 100% privately owned.
5	Centocow	100	58% of the land is privately owned, ITB owns 32 % and unregistered is 9%
	Dazini	100	
6		0	
7		0	
8		0	
9		0	
10	Bulwer	300	28% of the land is under ITB ownership, 21% is owned by Sappi, 18% by RSA and 16% is privately owned land. The municipality could explore land that is owned by the RSA for the implantation of the projects, depending on the status of land use
11		0	
12		0	
13	Donnybrook	100	There is approximately 22% of RSA owned land that could be considered.
14	Creighton	300	16% of the land is owned by the national government and only 1.34% is owned by the municipality
15		0	
TOTAL		**1800**	

Planned projects for 2025/26 financial year

The Amount that is needed to construct the above mentioned projects is R 418 655 000.00. The Department of Human Settlements has allocated a budget of R 46 123 133,75 for 2025/2026 financial year. The Municipality is requested to submit the priority list for the above mentioned projects.

Project Name	Ward number	Number of Units	allocations	No of units to be constructed
Manzamnyama Housing Project	6 & 8	200	R 15m	81 units
OSS 80	15	80	-	Challenge of Land
Nkwezela OSS 52	09	52	-	Service provider not appointed
Mhlangeni 15	01	15	-	Service provider not appointed
Junction 23	14	23	R 2 593 594,48	14 units
Seaford 31	13	31	R 2 593 594,48	14 units
Ekhubeni 60	03	60	R 2 593 594,48	14 units
Disaster 200	1,2,4,5,6,7,9,10,11, 12,13 and 14	200	R 2 093 599,42	11 units
Mangwaneni OSS	11	100	R 500 000,00	3 units
Mangwaneni OSS	11	107	R 500 000,00	3 units
195 OSS	10,11 and 12	195	R 4 187 188,96	22 units
Cluster 1 OSS	1,2,3 and 4	247	R 5 187 188,96	28 units
Cluster 2 OSS	5,6,7 and 8	391	R 4 093 594,48	22 units
Cluster 3 OSS	9,10 and 11	247	R 3 093 594,48	16 units
Cluster 4 OSS	13 and 14	146	R 2 093 594,48	11 units
Ward 12	12	169	R 1 593 594,48	9 units
Total		**R2 263,00**	**R 46 123 133,75**	**249 units**

I) Current Projects

Short term projects are as follows

- Mpumlwane /Khukhulela Housing Project 500 units
- Gala Housing Project 500 units
- Ntekaneni Housing Project 500 units
- Sizanenjana Housing Project 500 units

Progress to date:

- HDA has appointed Pfukani Kusile Consulting to undertake pre-feasibility studies for the above-mentioned projects
- Currently the Service Provider is on site doing prefeasibility studies
- **Inception Phase** : 100%
- **Pre planning 95%:** Spatial and Land Use Analysis

  : Socio Economic Survey

  : Land Audit report

  : Social Facilitation

  : Land availability agreement

  : All the activities have been completed except the signing of land availability agreements from Gala and Mpumulwane Traditional authority
- **Specialist Studies 100%:** Phase 1 geotechnical report

  : Bulk services report

  : Flood line determination

  : Land Survey

  : Environmental Analysis

  : All the studies have been submitted to relevant authorities

Medium Term Projects are as follows

- Himeville Housing Project 500 units
- Zashuke Housing Project 500 units
- Qulashe Housing Project 500 units
- Nomandlovu Housing Project 500 units

- Kilmun Housing Projects 500 units
- Nkwezela/ Dumabezwe Housing Project 500 units
- Ridge Housing Project
- Underberg Housing Project 500 units
- Masamen/ Skhesheni Housing Projects 500 units
- Glenmaize Housing Project

The Housing Development Agency has appointed the service providers to undertake the pre-feasibility studies, currently they are busy finalizing the contract for the service providers

- There is a Municipal Housing Sector Plan that is in place

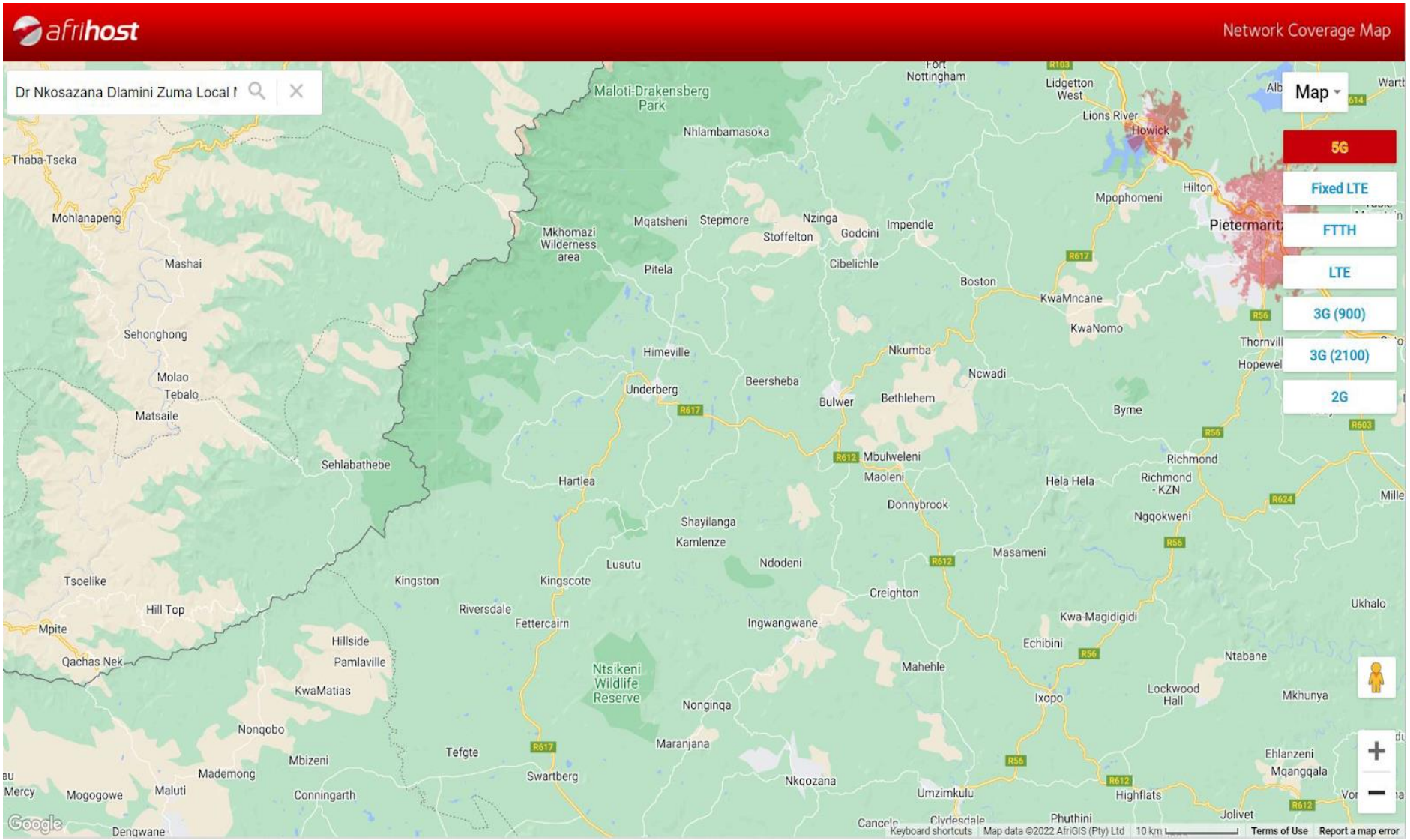
Operation Sukuma Sakhe Projects (OSS)

Project Name	Number of Units	Completions
Ekhubeni OSS	62	-
Mhlangeni OSS	26	26
Mhlangeni OSS	15	-
OSS	80	24
OSS	64	64
Nkwezela OSS	52	-
Junction OSS	23	-
Seaford OSS	31	-
Disaster 200	200	78
Mangwaneni OSS	100	-
Mangwaneni OSS	107	-
Macabazini OSS	195	-
Cluster 1	247	-
Cluster 2	391	-
Cluster 3	247	-
Cluster 4	146	-
Ward 12	169	-

7. TELECOMMUNICATION

Telecommunication services within the area are provided by Telkom and all licensed cellular phone companies in the country. Telecommunication infrastructure remains one of the major challenges in all the municipal areas, information on infrastructure is difficult to access from the various service providers due to competition. In formal urban settlements majority of the people have access to Telkom services. In rural areas the majority of people rely on cellular phones (79%). Some key issues faced by the Municipality access to telecommunication service, infrastructure information and a lack of coordinated planning to meet the district's needs. The broadband (wifi) is only accessible in government institutions and in some of private business premises.

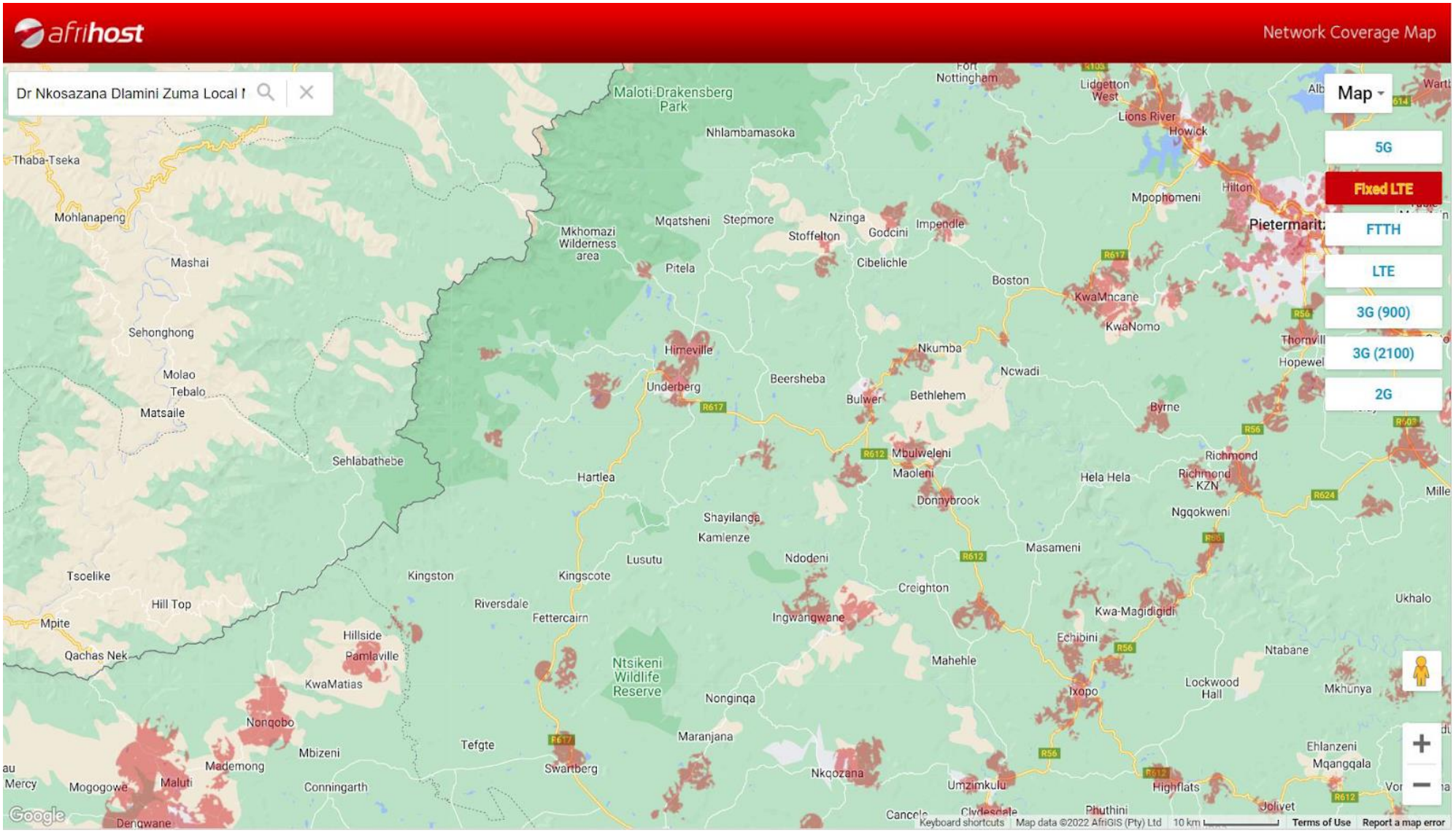
Network Coverage Map - 5G


afrihost
Network Coverage Map
Dr Nkosazana Dlamini Zuma Local M
Map
5G
Fixed LTE
FTTH
LTE
3G (900)
3G (2100)
2G
Maloti-Drakensberg Park
Nhlambamasoka
Thaba-Tseka
Mohlanapeng
Mashai
Sehonghong
Molao
Tebalo
Matsaile
Sehlabathebe
Mkhomazi Wilderness area
Mqatsheni
Stepmore
Nzinga
Stoffelton
Godcini
Impendle
Pitela
Cibelichle
Himeville
Underberg
Beersheba
Bulwer
Bethlehem
Nkumba
Ncwadi
Boston
KwaMncane
KwaNomo
Byrne
Hartlea
Mbulweleni
Maoleni
Hela Hela
Donnybrook
Shayilanga
Kamlenze
Ndodeni
Lusutu
Kingston
Kingscote
Riversdale
Fettercairn
Ingwangwane
Creighton
Masameni
Ngqokweni
Richmond
Richmond - KZN
Tsoelike
Hill Top
Mpite
Qachas Nek
Hillside
Pamlaville
KwaMatias
Ntsikeni Wildlife Reserve
Nonginqa
Maranjana
Mahehle
Kwa-Magidigidi
Echibini
Ixopo
Lockwood Hall
Ntabane
Mkhunya
Ukhalo
Nonqobo
Mbizeni
Tefgte
Swartberg
Nkqozana
Umzimkulu
Highflats
Ehlanzeni
Mqangqala
Jolivet
Phuthini
Clydesdale
Cancele
Mademong
Maluti
Conningarth
Mogogowe
Mercy
Dengwane
Google
Keyboard shortcuts
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5G is the fifth-generation technology standard. It has a higher download speeds and higher bandwidth and can thus connect more different devices, improving the quality of Internet services in crowded areas

According to the map above the entire NDZ Municipality does not have access to 5G coverage.

Network Coverage - Fixed LTE


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Network Coverage Map
Dr Nkosazana Dlamini Zuma Local M
Map
5G
Fixed LTE
FTTH
LTE
3G (900)
3G (2100)
2G
Maloti-Drakensberg Park
Nhlambamasoka
Thaba-Tseka
Mohlanapeng
Mashai
Sehonghong
Molao
Tebalo
Matsaile
Sehlabathebe
Mkhomazi Wilderness area
Mqatsheni
Stepmore
Nzinga
Stoffelton
Godcini
Impendle
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Cibelichle
Himeville
Underberg
Beersheba
Bulwer
Bethlehem
Nkumba
Ncwadi
Boston
KwaMncane
KwaNomo
Mpophomeni
Hilton
Lions River
Howick
Lidgetton West
Fort Nottingham
Hopewell
Byrne
Richmond
Richmond KZN
Hela Hela
Mbulweleni
Maoleni
Donnybrook
Ngqokweni
Masameni
Ndodeni
Creighton
Kwa-Magidigidi
Echibini
Ixopo
Lockwood Hall
Ntabane
Mkhunya
Ukhalo
Mahehle
Ingwangwane
Hartlea
Shayilanga
Kamlenze
Lusutu
Kingscote
Kingston
Riversdale
Fettercairn
Tsoelike
Hill Top
Mpite
Qachas Nek
Hillside
Pamlaville
KwaMatias
Ntsikeni Wildlife Reserve
Nonginqa
Maranjana
Tefgte
Swartberg
Nkqozana
Umzimkulu
Highflats
Phuthini
Jolivet
Ehlanzeni
Mqangqala
Nonqobo
Mbizeni
Mademong
Maluti
Mogogowe
Conningarth
Mercy
Dengwane
Google
Keyboard shortcuts
Map data ©2022 AfriGIS (Pty) Ltd
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Long-Term Evolution) is a wireless high-speed internet connection designed to work from a set location such as home or office. It offers wider coverage than fibre currently does and has faster speeds and better reliability than an LTE connection, which can become temperamental and lag under bad weather conditions (https://www.mondo.co.za/tech-news/article/what-is-fixed-lte-(flte))

Some parts of the NDZ municipality have access to this network coverage.

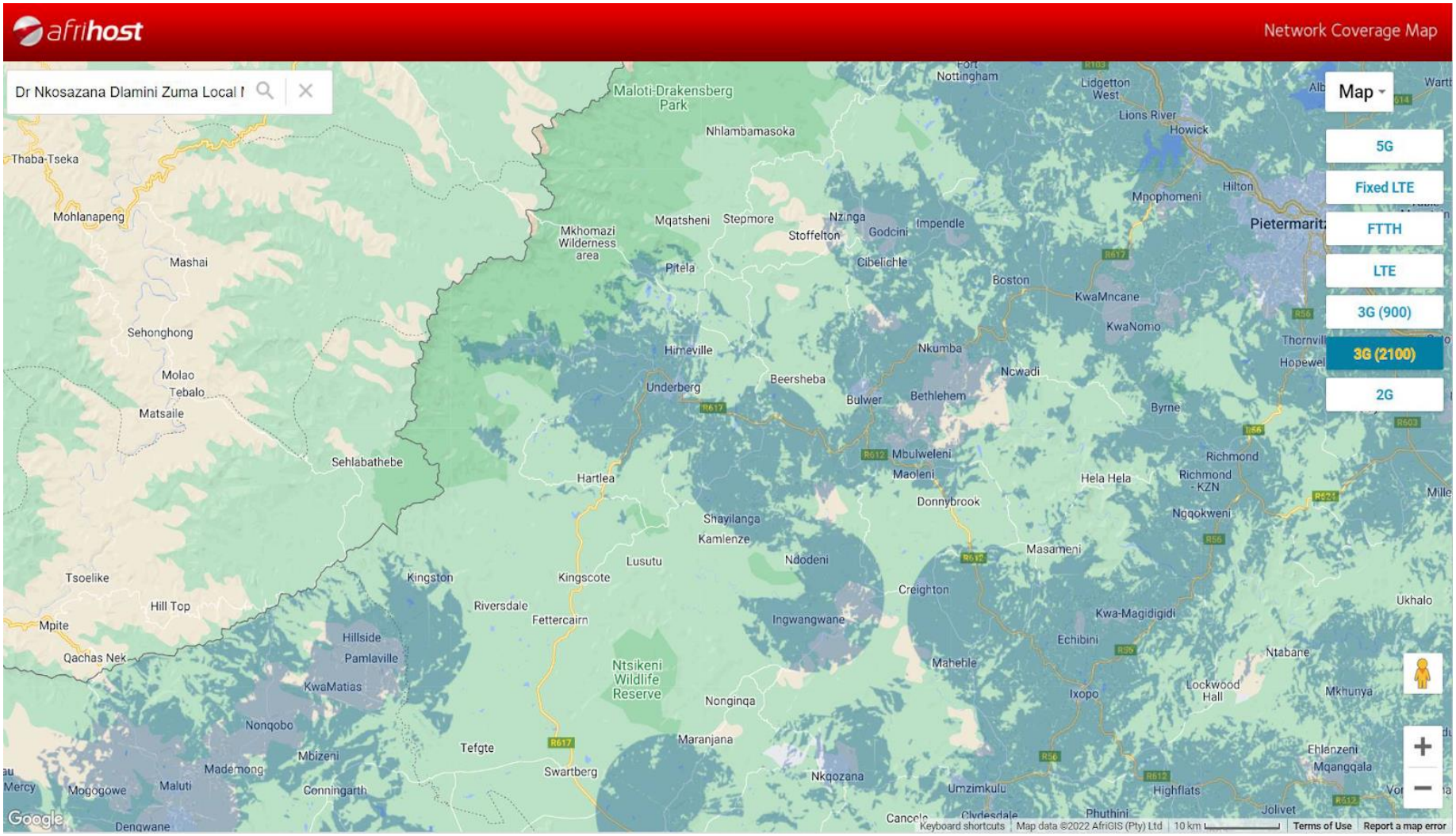
LTE stands for Long Term Evolution and is sometimes referred to as 4G LTE. It's a standard for wireless data transmission with increased network capacity and speeds, that allows fast download - much faster than the previous technology (3G) - https://help.afrihost.com/entry/what-is-lte-a

Network Coverage - 3G (900)

3G is the third generation of wireless mobile telecommunications technology. It is the upgrade over 2G, 2.5G, GPRS and 2.75G EDGE networks, offering faster data transfer, and better voice quality. It was superseded by 4G, and later on by 5G.

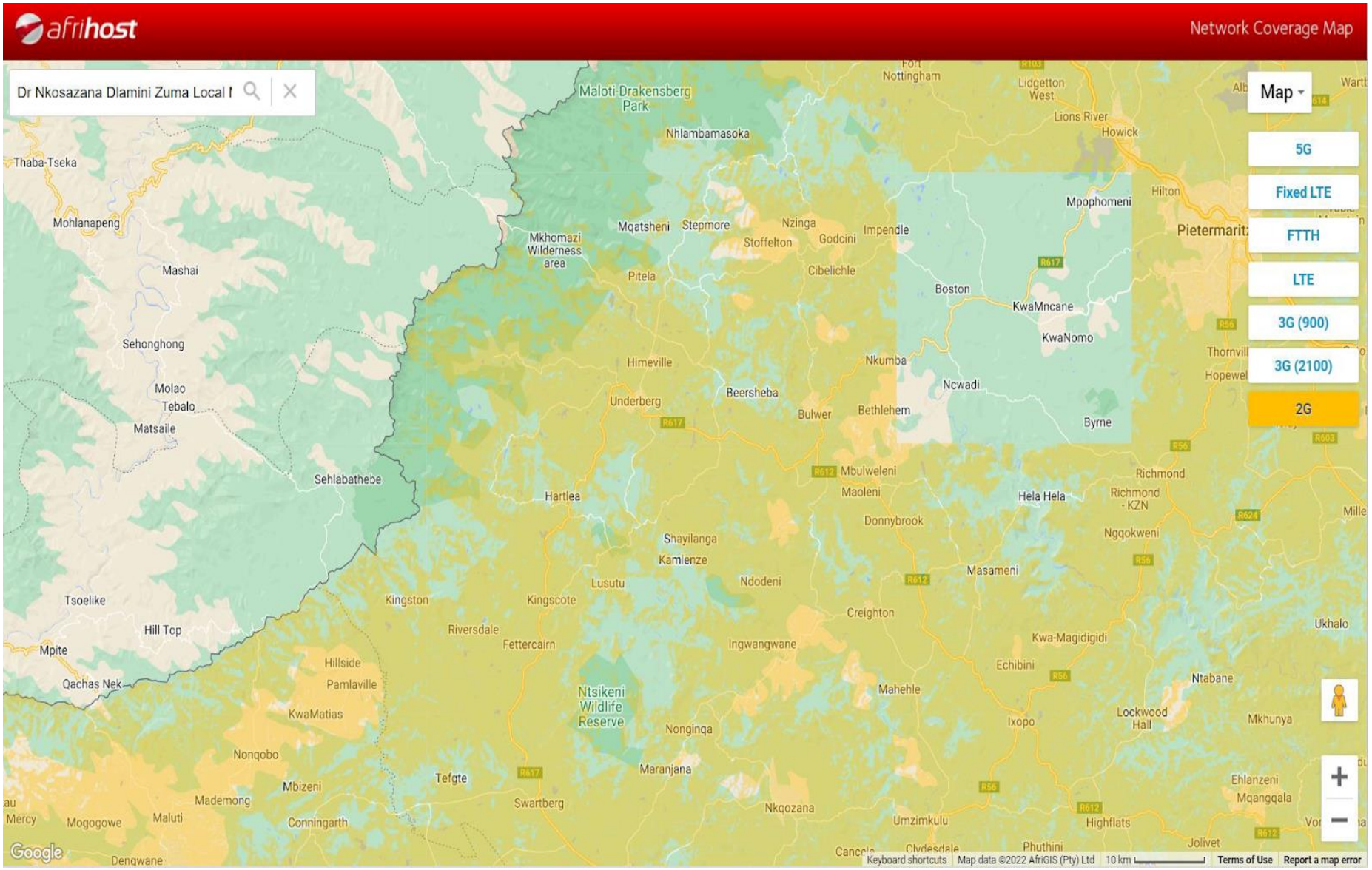
The majority of settlements both rural and urban have access to this network coverage. Whilst 3G (2100) as shown on the figure below covers mostly urban areas.

Network Coverage - 3G (2100)


afrihost
Network Coverage Map
Dr Nkosazana Dlamini Zuma Local M
Map
5G
Fixed LTE
FTTH
LTE
3G (900)
3G (2100)
2G
Maloti-Drakensberg Park
Nhlambamasoka
Thaba-Tseka
Mohlanapeng
Mashai
Sehonghong
Molao
Tebalo
Matsaile
Sehlabathebe
Mkhomazi Wilderness area
Mqatsheni
Stepmore
Nzinga
Stoffelton
Godcini
Impendle
Pitela
Cibelichle
Himeville
Underberg
Beersheba
Bulwer
Bethlehem
Nkumba
Ncwadi
Boston
KwaMncane
KwaNomo
Mpophomeni
Hilton
Howick
Lions River
Lidgetton West
Fort Nottingham
Pietermarit
Byrne
Richmond
Richmond - KZN
Hela Hela
Mbulweleni
Maoleni
Donnybrook
Nqqokweni
Masameni
Hartlea
Shayilanga
Kamlenze
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Hillside
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Ntsikeni Wildlife Reserve
Nonginqa
Nonqobo
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Mademong
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Mogogowe
Maluti
Conningarth
Tefgte
Swartberg
Maranjana
Nkqozana
Creighton
Ingwangwane
Kwa-Magidigidi
Echibini
Mahehle
Ixopo
Ntabane
Lockwood Hall
Mkhunya
Ukhalo
Ehlanzeni
Mqangqala
Umzimkulu
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Phuthini
Clydesdale
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Network Coverage - 2G

2G mobile network offers basic data services to text and send pictures. While 2G networks are older and can provide only limited services by modern standards, they are still accessed by millions of customers. South Africa's Communications Ministry has proposed a framework for the shutting down of the country's 2G and 3G networks by 2025 - https://totaltele.com/south-african-sunset-for-2g-3g-targets-2025/


afrihost
Network Coverage Map
Dr Nkosazana Dlamini Zuma Local M
Map
5G
Fixed LTE
FTTH
LTE
3G (900)
3G (2100)
2G
Maloti-Drakensberg Park
Nhlambamasoka
Thaba-Tseka
Mohlanapeng
Mashai
Sehonghong
Molao
Tebalo
Matsaile
Sehlabathebe
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Mkhomazi Wilderness area
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KwaNomo
Ncwadi
Nkumba
Byrne
Mpophomeni
Hilton
Pietermaritz
Thornvill
Hopewel
Mbulweleni
Maoleni
Hartlea
Hela Hela
Richmond
Richmond - KZN
Donnybrook
Nggokweni
Shayilanga
Kamlenze
Lusutu
Ndodeni
Masameni
Kingston
Kingscote
Creighton
Riversdale
Fettercairn
Ingwangwane
Kwa-Magidigidi
Ukhalo
Echibini
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KwaMatias
Ntsikeni Wildlife Reserve
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PROPOSED PROJECT PRIORITY LIST FROM 2022/23 TO 2027/28 FINANCIAL YEAR.

2022/23 FINANCIAL YEAR MIG PROJECTS			
Project Name	**Location**	**Ward**	**Budget**
Himeville business hives	Himeville	2	4 000 000
Sdangeni bridge	Sdangeni	4	1 700 000
Langelihle Creche	Bethlehem	12	3 300 000
Creighton Sport Center	Creighton	14	8 000 000
Mafohla Community Hall	Mafohla	11	3 500 000
Bulwer Asphalt Road Phase 8	Bulwer	10	2 058 000
Underberg Asphalt Road Phase 4	Underberg	3	4 000 000
Himeville Asphalts Phase 3	Himeville	2	4 000 000
			30 558 000

Renewal of Gravel Access Roads 2022/23 min 1km		
Ward	**Project Name**	**Budget**
1	KwaMvimbela Access Road	R450 000,00
2	Mahwaqa Access Road	R450 000,00
3	Hazyview Cresent Access Road	R450 000,00
4	Manqoba Access Road	R450 000,00
5	Leki Access Road	R450 000,00
6	Sibomvini to Konki Access road	R450 000,00
7	Mnqundekweni Access Road	R450 000,00
8	Manxiweni Access Road	R450 000,00
9	eMatendeni to eNgudwini Primary Access Road	R450 000,00
10	Zakhisweni Access Roads	R450 000,00

11	Bhidla Access Road	R450 000,00
12	Didibhuku Road (Eqwelwni)	R450 000,00
13	Sokhela Access Road (Creche)	R450 000,00
14	Junction Access Road	R450 000,00
15	Nombulula Access Roads	R450 000,00

Internal Capital Projects 2022/23		
Ward	**Project Name**	**Budget**
3	Underberg Town Upgrade	R 2 500 000.00
10	Bulwer Town Upgrade	R 5 200 000.00
14	Creighton Town Upgrade	R 1 300 000.00
all	Concrete Steep Hills - Target: 5 wards per FY	R 3 000 000.00
All	Construction of Storm water	R 500 000.00

2023/24 Financial Year MIG Project			
Project Name	**Location**	**Ward**	**Budget**
Maguzwana Sports Field	Mqatsheni	1	R4 000 000,00
Gala Crèche	Gala	7	R2 600 000,00
Lwazi Crèche	Mkhazeni	8	R2 600 000,00
Compactor Truck	All	all	R5 283 000,00
Landfill site	Bulwer	10	R3 000 000,00
(Sizamokuhle) - Njobokazi Crèche	Ngonyama	10	R2 600 000,00
Donnybrook Community Hall (Town Hall)	Donnybrook	13	R6 000 000,00
Creighton Sports Centre	Creighton	14	R4 000 000,00

Mnywaneni Community Hall	Mnywaneni	15	R3 500 000,00
			R31 783 000,00

Renewal of Gravel Access Roads 2023/24		
Ward	**Project Name**	**Budget**
1	Stage 5 Access Road	R500 000,00
2	Drakensberg Access Road	R500 000,00
3	Coachmans Close- Pin Oak	R500 000,00
4	Zidweni Access Road	R500 000,00
5	Makubheka Access Road	R500 000,00
6	KwaMfundisi Access Road (Qulashe)	R500 000,00
7	Magoso Access Road	R500 000,00
8	Kolubovu Access Road	R500 000,00
9	Duma Access Road	R500 000,00
10	Mbelu Access Road	R500 000,00
11	Dlamini Access Road	R500 000,00
12	Maphanga Access Road	R500 000,00
13	Albertina Access Road	R500 000,00
14	Jama Access Road	R500 000,00
15	Emgxobeni Access Road	R500 000,00

Internal Capital Projects 2023/24		
Ward	**Project Name**	**Budget**
3	Underberg Town Upgrade	R 900 000.00
10	Bulwer Town Upgrade	R 2 800 000.00
14	Creighton Town Upgrade	R 15 000.00
all	Concrete Steep Hills - Target: 5 wards per FY	R3M

All	Construction of Storm water	R 800 000.00

2024/25 Financial Year MIG Projects			
Project Name	**Location**	**Ward**	**Budget**
Drakensberg Crèche	Drakensberg	2	R2 700 000,00
Khubeni Crèche	Khubeni	3	R2 700 000,00
Thonsini Community Hall & crèche	Thonsini	4	R5 500 000,00
Siyathuthuka Crèche	Skofill	5	R2 700 000,00
Hlane Crèche	Hlane	6	R2 700 000,00
Bazini Sports Field	Bazini	8	R4 500 000,00
Ekupholeni Crèche	Nkelabantwana	11	R2 700 000,00
Phosane Hall	Phosane	12	R3 000 000,00
Glainmaize Community Hall	GlaniMaize	14	R2 586 000,00
Landfill site	Bulwer	10	R4 000 000,00
			R33 086 000,00

Renewal of Gravel Access Roads 2024/25		
Ward	**Project Name**	**Budget**
1	Ngqiya Access Road	R550 000,00
2	KwaPitela Access Road ph2	R550 000,00
3	Ekhubeni Access Road	R550 000,00

4	Fudu Zondi Access Road	R550 000,00
5	Khukhulela Access Road	R550 000,00
6	Sibaya Access Road	R550 000,00
7	Mcondo Access Road	R550 000,00
8	Manxiweni Access Road	R550 000,00
9	eJozi Access Road	R550 000,00
10	Kenana Access Road	R550 000,00
11	Siyothula Access Road	R550 000,00
12	Siba Access Road	R550 000,00
13	Madlala Access Road	R550 000,00
14	Mashintshi Road	R550 000,00
15	KwaSawoti Access Road	R550 000,00

Internal Capital Projects 2024/25		
Ward	**Project Name**	**Budget**
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	
14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2025/26 Financial Year MIG Projects			
Project Name	**Location**	**Ward**	**Budget**
Mphelandaba Sports field		1	R5 000 000,00
Mahwaqa Community Hall	Mahwaqa	2	R5 000 000,00

Gqumeni Library	Gqumeni	7	R3 500 000,00
Siyazama Community Hall	Kumkani	8	R3 500 000,00
Qalabusha Creche	Ngudwini	9	R3 000 000,00
Nomgidi Hall and Creche	Nomgidi	14	R5 500 000,00
Masameni Community Hall	Masameni	15	R3 500 000,00
Landfill site	Bulwer	10	R5 000 000,00
			R34 000 000,00

Renewal of Gravel Access Roads 2025/26		
Ward	**Project Name**	**Budget**
1	Meyiwa Access Road	R550 000,00
2	Nhlanhleni Access Road	R550 000,00
3	Manse Road	R550 000,00
4	Skhulu Makayinti Road	R550 000,00
5	Siwela Access Road	R550 000,00
6	Mbundwini Access Road (Hlabeni)	R550 000,00
7	Esidakeni Access Road	R550 000,00
8	MaSosibo Access Road	R550 000,00
9	Noqotho Access Road (Nkwezela VD)	R550 000,00
10	Egcazini Access Road	R550 000,00
11	Mazizi Access Road	R550 000,00
12	Masoka Access Road	R550 000,00
13	Mzayiwa Access Road	R550 000,00
14	Khwela Road	R550 000,00
15	Masameni Access Road	R550 000,00

Internal Capital Projects 2025/26		
Ward	**Project Name**	**Budget**
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	
14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2026/27 Financial Year MIG Projects			
Project Name	**Location**	**Ward**	**Budget**
Underberg Sports Center	underberg	3	R5 500 000,00
Kilmon Library	Madwaleni	4	R3 600 000,00
Khethokuhle Creche	Khukhulela	5	R3 200 000,00
Sibizane Sports Field	Sonyongwane	8	R5 500 000,00
Kwahlafuna Creche		10	R3 200 000,00
Mkhohlwa Creche	Nkumba	11	R3 200 000,00
Siyakhula Creche	Sindawonye	12	R3 200 000,00
Mjila Sports Field	Mjila	14	R5 000 000,00
Landfill Site	Bulwer	10	R5 000 000,00
			R37 400 000,00

Renewal of Gravel Access Roads 2026/27		
Ward	**Project Name**	**Budget**
1	Ntwasahlobo Access Road	R550 000,00
2	Folweni Access Road	R550 000,00
3	Reservour Cresent Road	R550 000,00
4	Bhanini Access Road	R550 000,00
5	Ngonini Access Roads	R550 000,00
6	Nzeghe Access Road	R550 000,00
7	Diphini Access Road	R550 000,00
8	Cedagha Access Road	R550 000,00
9	Nhlangulela to Duma Access Road	R550 000,00
10	Magananda Access road	R550 000,00
11	Bhidla Access Road	R550 000,00
12	Mgababa Access Road	R550 000,00
13	Mthembu Access Road	R550 000,00
14	Ndebeni Road	R550 000,00
15	Sandanezwe Access Road	R550 000,00

Internal Capital Projects 2026/27		
Ward	**Project Name**	**Budget**
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	
14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2027/28 Financial Year MIG Projects			
Project Name	**Location**	**Ward**	**Budget**
Ntwasahlobo Sports Field	Ntwasahlobo	1	R5 200 000,00
Nhlanhleni Sports Field Upgrade	Nhlanhleni	2	R3 500 000,00
Ngcesheni Community Hall	Ngcesheni	6	R3 600 000,00
Mnambithi Bridge	Mkhazeni	8	R3 500 000,00
Siyathuthuka Creche	Ngudwini	9	R3 300 000,00
Xosheyakhe Sports Field	Xosheyakhe	10	R5 200 000,00
Izikhali Creche	Mangwaneni	11	R3 300 000,00
Magwababeni Sports Field		12	R5 200 000,00
Nomandlovu Sports field phase 2	Nomandlovu	14	R3 500 000,00
Landfill site	Bulwer	10	R4 000 000,00
			R40 300 000,00

8. SERVICE DELIVERY AND INFRASTRUCTURE SWOT ANALYSIS

Provided below is the analysis of the strengths, weakness, opportunities and threats facing Dr Nkosazana Dlamini-Zuma Local Municipality Basic Services and Infrastructure Development:

Table 43: Basic Service Delivery SWOT Analysis

SWOT ANALYSIS: BASIC SERVICE DELIVERY AND INFRASTRUCTURE	
STRENGTHS	**OPPORTUNITIES**
ENVIRONMENTAL MANAGEMENT • Fleet • Qualified Environmental management team. • 1 Licensed waste disposal Sites • Registered Recycling Facility • Skip bins and concrete bins in place • There are by laws in place that deal with Waste management • Integrated Waste management plan council approved • Environmental education/workshops • Waste Pickers Database • Environmental management plan in place • Alien species eradication plan • Strong Intergovernmental Relations • Weighbridge	**ENVIRONMENTAL MANAGEMENT** • Creighton Waste Disposal site • Alien Species • Bazamile Recycling • Ziphendulele Recycling • EPWP waste programmes (job opportunities) • Greenest Municipality Competition • Green and smart Municipality competition
HUMAN SETTLEMENT • Credible reviewed Human Settlement Plan Sector Plan exists • Availability of Land for future development • Strong IGR (stakeholders) • Qualified human settlement management team • Compliance with NHBRC on all human settlement project	**HUMAN SETTLEMENT** • Access to grant funding • Intergovernmental relations to increase funding • SMME development and transfer of skills • Review of Human Settlement Plan • OSS interventions • Improved quality of living through Human settlement projects • the IDP also directs that human settlements must focus on the traditional areas

ROADS AND STORM WATER • Operation and Maintenance Plan in Place • 36 Months plant hire contract for roads development and maintenance. • Important transportation routes such as R617 and R612 linking the Dr NDZ with the neighboring municipalities and Lesotho • Municipal road network interlinks villages across the entire Municipality • Repairs and maintenance budgets • Municipality owns construction plant	**ROADS AND STORM WATER** • Upgrading of gravel roads within major towns to asphalt surfacing • Purchasing of relevant equipment – vehicles and construction plant • SMME development and transfer of skills • Enabling environment for economic development • Establishment of roads unit • Training of EPWP participants in roads construction and operating of yellow plants
ELECTRIFICATION • 98% to universal Access • Access to INEP funding • Electrification of infill areas • Maintenance of existing Streets lights • Qualified Personnel • 7 x backup Generators on Municipal buildings.	**ELECTRIFICATION** • Enabling environment for economic development • Improving quality of life • Installation of new Solar powered street lights. • installation of energy saving Battery's on municipal buildings.
PROJECT MANAGEMENT • Qualified and dedicated team within the organization • Good expenditure and reporting of municipal infrastructure grant • Stakeholder engagement when it comes to planning and implementation of projects. • Transparency when dealing with Infrastructure projects. • All infrastructure projects are part of council approved IDP and Budget. • Council approved EPWP Policy in-place • Invoices of service providers are paid within 30days • implementation of labour intensive projects	**PROJECT MANAGEMENT** • Developed procurement plans, SDBIP to support planning and implementation. • Intergovernmental relations to increase funding • Internship programs to build capacity. • SMME development and transfer of skills • Trained staff on Labour intensive programe. • Job creation through infrastructure development

EPWP • Good expenditure of grant • Council approved EPWP Policy in-place • Daily supervision of participants in all centres • Attendance registers signed daily • Political buy-in of the programme • Councillor induction is implemented • Additional own (internal) funding for EPWP • Monthly, Quarterly and Annual reporting by Data capturer Improved inter-governmental relationship and engagements	**EPWP** • SMME development and Skills transfer for participants • Improved maintenance of assets • Tourism attraction through greening and clean towns programs • Poverty alleviation and improved quality of living through EPWP programme • Review of and approval of EPWP policy
COMMUNITY AMENITIES • Within 15 ward each ward has more than 1 community hall. • All Sports infrastructure are developed to DSR standards. • Development of early child hood development centers • Repairs and maintenance budgets • Annual condition assessment	**COMMUNITY AMENITIES** • Support from DSR for implementation of sports infrastructure projects • EPWP incentive grant support, Job Creation. • Improved social cohesion • Sports development • SMME development and transfer of skills

WEAKNESSES	THREATS
ENVIRONMENTAL MANAGEMENT • Insufficient of resources e.g. laptops • Insufficient human resource e.g. waste management officer and waste disposal sites personnel • Protective clothing • Intentions to issue non-compliance notices from EDTEA • Insufficient implementation of environmental management plan • No enforcement of waste bylaw	**ENVIRONMENTAL MANAGEMENT** • Failure to make deadlines • Work overload • Increase in health, safety and environmental hazards • Budget constraints • Illegal Dumping • Possible air; noise, land and water pollution • Community unrest • Inefficient waste collection

• No Landfill • Outsourcing of waste collection service • Insufficiency community awareness on environmental issues and Unauthorized developments (development in sensitive areas)	• Financial loss • Climate change • Possible litigation against the Municipality • Non-compliance with NEMA (National Environmental Management Act) • Tarnished image of the municipality • Veld fires • Non-compliance with environmental legislation • Compromised Service Delivery • Disturbance of ecosystem • Climate change • Environmental Degradation -Soil erosion -alien invasive plants -Loss of vegetation -loss of habitat -water shortages • Air Pollution • Over-utilization of natural resources • Health hazards

ACTION PLAN

- Input posts on review of organogram
- Proper budgeting for Waste and Environmental Management
- To review and implement an integrated waste management plan.
- Continuous awareness campaigns on waste management to all wards
- Source funding for the implementation of environmental management plan
- Implementation of environmental education programmes (Targeting schools and communities)
- Eradication of alien plants in partnership with Environmental Forest and fishery
- To include posts for review in the organogram

  4 positions
- To conduct awareness campaign to communities on environment issues and on unauthorized developments

- Appoint service provider to conduct quarterly inspections, maintenance, verification and calibration of all weighbridges
- Organic Waste Composting site

HUMAN SETTLEMENT	HUMAN SETTLEMENT
• Over reliance on department of human settlements for funding • Delays in progressing through the various stages of planning • -approved by human settlements • Socio-political inconsistencies in prioritizing and finalizing the projects to be implemented • Insufficient support from the District Municipality in commitment to bulk services • Inadequate implementation of human sector plans • Lack of development of housing needs register • Inadequate housing consumer education • Delays in obtaining land for human settlement development for township establishment • Effects of COVID-19 Pandemic • Inadequate zoning processes • Poor performance by service providers • Possible subcontracting disputes (Amadela-ngokubona) • Ineffective housing forum	• Compromised service-delivery • Tarnished image of the municipality • Community unrest • Financial loss (Allocations) • Failure to deliver housing developments • High number of informal settlements

ACTION PLAN

- Obtaining land registration for development of human settlements for Himeville (Deeds office)
- Development of housing needs register - Service provider has been appointed to develop housing needs register.
- To conduct housing consumer education to communities

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- Continuous engagement with relevant stakeholders

-human settlements meetings

- Review and implement housing sector plan

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ROADS AND STORM WATER

- Challenge in accessing privately owned borrow pits (Gravel material quarry)
- Inadequate transport infrastructure
- Majority of rural roads are gravel
- Aging infrastructure
- Inadequate parking space in CBDs
- Maintenance plan not workshopped to maintenance employees
- Lack of resources

-human capacity
-road construction plant
-vehicles

- Insufficient funding for infrastructure upgrading
- Large geographical area versus available budget (Human settlement)
- Most available land is privately owned (hence services cannot be delivered successfully)

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ROADS AND STORM WATER

- Community unrest
- Loss of revenue
- Overstatement of assets
- Tarnished municipal image
- High eventual maintenance costs
- Vandalism
- Compromised service delivery
- Loss of existing and potential investors
- Unreliable infrastructure

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ACTION PLAN

- Development of infrastructure maintenance plan
- To workshop the infrastructure maintenance plan to Council and Management
- To include posts during the review of the organogram

-road foreman
- Yellow Plant Operators
- Roads artisans

- Source funding for additional plant and equipment

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ELECTRIFICATION

- The municipality is not an Accredited electricity provider

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ELECTRIFICATION

- Loss of revenue
- Increase crime statistic

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- Insufficient street lighting

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PROJECT MANAGEMENT

- Delays in Council prioritization of projects and MIG registration
- Late appointments of service providers
- Late submission of invoices by service providers
- Poor performance of service providers
- Delays in obtaining of network planning reports from Eskom
- Lack of resources from contractors to start projects

-Fleet
-Tools of trade

- Inadequate zoning processes
- Inadequate transportation resources
- Lack of capacity building for project management human resources

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PROJECT MANAGEMENT

- Withdrawal of grant funding
- Compromised service-delivery
- Tarnished image of municipality
- Modified audit opinion
- Non adherence to Procurement Plans
- Fruitless and wastefull expenditure
- Community unrest
- Inability to fully spend allocations

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ACTION PLAN

- To finalize the project list by the end of August for the following year.
- Revival of project steering committees.

-To hold monthly meetings with PSC members.

- Finalization of designs and tender processes 3 months before end of financial year
- To communicate the timeframes for submissions of invoices during the inception meeting.

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COMMUNITY AMENITIES

- High net asset value of municipal amenities.
- Insufficient budget for maintenance of community amenities.
- Apathy of communities in municipal infrastructure
- Market fluctuation resulting in

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COMMUNITY AMENITIES

- High vandalism of community amenities
- Loss of hiring revenue

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EPWP • Insufficient monitoring of EPWP programme • Large geographical area (Workstations far apart from each other) • Inadequate human capacity • Lack of internal EPWP project steering committee • Lack of training for participants	**EPWP** • Non-compliance with recruitment policy • Non-compliance with EPWP guideline • Financial Loss • Community unrest • Failure to manage EPWP programme
ACTION PLAN • Induction of council, war rooms and EPWP participants • To workshop councillors on EPWP • To appoint an EPWP supervisor through an EPWP grant • To establish the EPWP project steering committee	

C.5. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

5.1. INTRODUCTION

Local Economic and Social Development focuses on improving the quality of life of communities through economic growth, employment creation, poverty reduction and social upliftment. The municipality seeks to create an enabling environment for investment, enterprise development, tourism growth and agricultural development while simultaneously addressing social challenges such as poverty, unemployment, food insecurity, skills development and community well-being.

5.2. LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Local Economic Development (LED) analysis of the Dr Nkosazana Dlamini Zuma Local Municipality is informed by the need to promote inclusive economic growth, sustainable rural development, employment creation and investment attraction within a predominantly rural municipal context. The municipality recognises Local Economic Development as a collaborative and adaptive process that requires strong partnerships between government, business, communities and other stakeholders in order to create a resilient, innovation-driven and inclusive local economy.

5.2.1. VISION

To be a responsive quality service provider by 2030

The vision of the Municipality is very specific and revolves around two elements which is, services and quality. To reach this future desirable state, a mission statement which sets in motion the steps necessary to reach the vision states:

“Will provide quality basic services, promote tourism, agriculture, good governance, community involvement, economic investment and protect the environment in its affairs”

As can be seen from this mission statement the vision of the municipality needs a dedicated, integrated and professionalised human capital team; that is anchored on the core values of the municipality, which are:

Integrity, Professionalism, Accountability, Efficiency, Compassion and Value for money.

For Local Economic Development the vision reinforces the need for functional, partnerships, strong collaboration, skills development, innovation, entrepreneurship, informal economy promotion & protection, environmental sustainability and knowledge based economy.

5.2.1.1. STRATEGIC GOAL

- **Inclusive Economic Growth**

Under the strategic goal of Inclusive economic growth, the municipality has considered a number of National, Provincial and District Development plans in order to draw from and align to; for development of appropriate programs and interventions. In particular, the District One Plan has been a key consideration for the municipality to align to including the Spatial Development Framework of DR Nkosazana Dlamini Zuma Municipality since these give a long-term development vision of both the locality and the district.

To support this goal, the Provincial Growth and Development Strategy & Plan (PGDS and PGDP 2035 has also been considered with a view to align with the seven key pillars.

5.2.1.2. STRATEGIC OBJECTIVE

- To promote and support Local Economic Development through capacity building, forming of partnerships, MSME & Cooperatives development including the informal economy.
- To develop, transform, regulate and promote business friendly environment across all sectors through engagement of local and external communities. (Red Tape Reduction and Easi of Doing Business promotion)
- To attend trade exhibitions and provide market access to our local businesses.
- To develop new tourism product experience that facilitates transformation, inclusion and rural development.
- To develop, transform, and promote tourism friendly environment across all sectors through educational engagements of local schools and external communities.

The above objectives have been developed and linked to budget allocation through the Service Delivery Budget Implementation Plan (SDBIP) for 2026-2027 financial year. With regards to promoting a business friendly environment a number of initiatives are performed which relate to both the formal and informal sectors of the economy. In the local economy the informal sector is particularly of great significance in terms of its contribution in the creation of jobs especially in the services sector which is inclusive of the Transports operators, Informal traders, Spaza shops, Livestock both small stock and big owners, Salon services, clothing manufacturers and designers etc.

The strategic objectives are aligned to the Six Pillars of the National Framework for LED 2018-2028, these pillars are:

- Building Diverse and Innovation driven Local Economies.
- Developing Inclusive Local Economies.
- Developing Learning and Skilful Economies.
- Enterprise Development and Support.
- Economic Governance and Infrastructure.
- Strengthen Local Innovation Systems.

5.2.2. DISTRICT ONE PLAN

Alignment to the District One Plan, has been a critical consideration in implementing local economic development. The above programs/ interventions have been conceived with a view of ensuring that their attainment contributes to the overall effective achievement of the District One Plan vision. The plan is of particular importance to local economic development, because it seeks to promote and develop the necessary water and sanitation infrastructure for investment attraction within the local municipalities, unlocking agriculture and investment. The plan proposes a number of interventions that seek to supplement normal bulk water provision, such as boreholes development, water schemes and alternative sanitation.

The proposed project monitoring mechanisms which the plan outlines is viewed as a progressive intervention that will give early warning signs and forward planning to ensure the successful implementation and coordination of projects/programs. The plan is also supportive of interventions that seek to unlock and promote agriculture in the region. The introduction of agriculture processing initiatives are definitely potential areas for sustainable job creation and agricultural sector transformation.

Although the function of agriculture is the competency of the province, local municipalities where possible do supplement and at other times even fund certain activities in the agriculture sector. In this area the municipality has focused on contributing in improving the genetical breed of rural based animals. This has been done through supporting local rural farmers with breeding bulls, that get introduced into the farming system of the local rural community. Working with commercial agriculture, the area has also seen growth and gradual introduction of rural based livestock sale days. These livestock sale days are primarily managed and organised by AAAM and are very supported by local stock owners.

5.2.2.1. CORRESPONDING PROGRAMS/PROJECTS

- Profile and assess the supported MSMEs and Cooperatives including Spatial Mapping of Rural Based Economic Activities.
- Training and Skills Empowerment of Emerging Enterprises: in New Venture Creation, Spaza Shop Bulk Buying, Small Scale Agro-Processing and Tourism.
- Artisan Skills Training conducted in partnership with uMgungundlovu TVET/FET: Welding & Upholstery.
- Business Mentorship & Coaching.
- Material and Equipment Support to Emerging Enterprises: Coops, Crafters, & MSMEs.
- Kevelear Bakery Business Venture.
- Centocow BnB Refurbishment
- Training of Non-Responsive Local Emerging Enterprises on Bid Documentation.
- Coordination of LED and Tourism Structures.
- Provide Relevant Awareness Campaigns to communities, organizations and individuals participating in the local economy.
- Trade and exhibition show.
- Midlands 2 The Berg 4x4 Experience.

- Compliance Blitz.
- Business Licences & Permits issued via the KZN Online Business Licensing System.

5.2.3. HARRY GWALA GROWTH AND DEVELOPMENT STRATEGY

The Vision of the District is expressed as follows: “By 2030 Harry Gwala District Municipality will be a leading water services provider in the whole of KZN with its communities benefitting from a vibrant agriculture and tourism sectors”. The vision is comparable with what are the economic strong drivers within all local municipalities falling under the District Municipality. The DGDS further makes the following, the strategy presents a high-level overview of each LM taking into cognizance the economic sectors, measuring advancements / challenges, outlining the value chain, and creating “a web of implementation” as standalone strategies within a strategy which will assist LMs in addressing MEC Comments and placing them within the overall context of the District. Overall, the following sectors drive the economy of the District being:

- Agriculture and agro industry
- Tourism
- Public Sector
- Strategic Infrastructure Delivery
- Manufacturing
- MSMEs
- Informal economy

The following are the priority economic sectors for the KPA:

- Agriculture & Agro Processing
- Forestry
- Tourism
- Investment Promotion
- MSMEs & Cooperatives Development
- Commerce and Informal Trade
- Business Licensing & Regulation

The functions are well aligned with the District One Plan, District Growth and Development Strategy, Provincial Growth and Development Strategy/Plan.

These functions which make up the strategic focus area for the municipality are also informed by the National Framework for LED 2018-2028 which states that “LED is an adaptive and responsive process by which public, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive economic development that is characterized by skills development and knowledge transfer; employment generation; capacity building; investment attraction and retention; image enhancement and revenue generation in a local area; in order to improve its economic future and the quality of life for all”

5.2.4. THE DISTRICT DEVELOPMENT AGENCY (HARRY GWALA DEVELOPMENT AGENCY)

This is the official municipal entity of the Harry Gwala District Municipality. It has a mandate to facilitate investment attraction and catalytic projects packaging that contributes to inclusive economic growth, job creation, and sustainable socio-economic development across the district's local municipalities. The Agency also plays an important role of coordinating both private and public sector stakeholders at the district level through platforms such as the District Growth and Development Forum, District Compliance Forum and District Tourism Forum. All these platforms create a conducive environment for inclusive planning, alignment and eradication of silo work processes and uncoordinated economic development.

5.2.5. LOCAL ECONOMIC DEVELOPMENT & TOURISM STRATEGIC PLAN 2017 (LAST REVIEW 2024/25)

The Local Economic Development (LED) Strategic Plan which was developed and adopted by Council in 2017 has been in existence and implemented over the past years, tremendous successes were observed in the implementation of the strategy and also shortcomings have been observed and necessary reviews were implemented to address them in the applicable years. However, due to the changes and economic performance trends that have occurred it has become necessary to initiate the process of developing a new strategy document. The new document will be inclusive of Investment promotion, informal economy development, partnership development and general transformation targets for local agriculture and tourism. This will address and respond to the MEC comments for the 2025/2026 IDP assessment. Unfortunately; the process of supplementing the Municipal Capacity to develop the New Strategy Document has rather taken a long time. This has resulted in an unfavorable assessment of the KPA. Whilst the process is on-going for the appointment of external capacity to assist the municipality, a revised implementation plan has been drawn from the composite of the following documents: District One Plan. District Growth and Development Strategy, Tourism Master Plan, KZN Compliance Indaba Resolution 2025 and the LED Framework 2018-2028.

Amongst the success stories from the strategy the following projects can be highlighted:

- Dairy- Milk Processing Plant, (Creighton Daires) and latest processing plant (Underberg Dairy)
- Heifer Project Ngcobo’s Farm (Summerhill farm),
- Tourism- Mission Tours, Emerging Tour Operators, Rural Tourism Homestays,
- Forestry-Biomass Resuable Project (Phambili Energy factory),
- Social-Hlanganani FET/Tvet satellite campus and various other
- Small Town regeneration projects have happened to improve the image and investment potential of all the village towns in particular Bulwer, Creighton and Underberg.

- Donnybrook however remains a very challenging Village town due to its land ownership character which is mainly Transnet, Ingonyama and private land, this makes development in the area to be very slow and cumbersome, especially with regards to providing social and informal infrastructure.
- The tourism potential of Bulwer which was mainly anchored around natural resource base-forests, mountains views & hikes, architecture and cultural asset have suffered great losses due to poor maintenance and neglect, uncoordinated Community Institutions which have a responsibility to protect, promote and ensure sustainable use of local resources have all contributed to the downward movement of tourism in that village town.
- In Creighton as well tourism potential has been adversely affected by the none operation of the steam train due to poor conditions of the rail line linking Creighton with Riverside. The ongoing discussion between various stakeholders, NDZ, Transnet, KZN DOT and local interest groups have not bear visible fruits due to budget constraint.

Whilst the process of developing the new LED, Tourism and Investment strategy is ongoing, the District Growth and Development Strategy, especially the section pertaining to the DR Nkosazana Dlamini Zuma Local Municipality will be utilised to extract key proposals to incorporate into the LED Implementation Plan. This is most relevant and appropriate since the Growth and Development Strategy was developed and adopted in 2024.

The Extract from the District Growth and Development Plan including the LED Implementation Plan is attached as a Sector Plan of the IDP. In summary form, the focus is on:

- The Dairy Sector
- Tourism
- The Timber and Forestry Sector
- Commerce and the Informal Sector
- Investment Promotion
- MSME Development and
- Industrialisation-Agro Processing & Manufacturing

The above outline is given in an order of significance, dominance and contribution to job creation and GDP contribution.

5.3. COMPARATIVE ADVANTAGE

Comparative advantage is the economy's ability to produce goods/services at a low opportunity cost, compared with other economies. The advantage is influenced by the sources of advantage factors such as natural resources, labour costs, technology, human capital and the built-up resource.

The District Growth and Development Strategy (May 2024) 2024/25-2028/29, identifies the strategic-comparative advantage of the DRNDZ Municipality in agriculture and tourism (this is in line with local knowledge). The main agricultural sectors are dairy and timber followed by maize plantations, potatoes, beef and small scale agro-processing in terms of dairy products. On the tourism side, the main attractions are the Southern Drakensberg Mountains (World Heritage Site) up to Sani Pass border separating South Africa and Lesotho, Events, Meetings and Conferences, Adventure sports and general leisure.

The DGDS also identifies challenges relating to poor infrastructure development, network connectivity and coverage: In particular, the following infrastructure remains a challenge and have a direct impact on investment attraction and retention: roads, water, sanitation and network coverage.

The DGDS further proposes that Nodal Development of spatial nodes like Bulwer, Creighton, Donnybrook, Underberg and Himeville could be game changers for the municipality. There are further soft challenges like lack of entrepreneurship, access to funding and high levels of unemployment especially amongst the youth. There is a need to industrialize, create an enabling environment for manufacturing and increased commercialization. The agricultural sector needs to be transformed. Furthermore, a need to ensure a vibrant value chain by localization of agro processing is necessary.

To accurately highlight the remaining and persistence challenges that the municipality faces, reference is going to be made to DR NDZ Spatial Development Framework 2026/27-2046/47, which on page 356 depict the DR NDZ's scoring in terms of the KZN Spatial Integration Framework 2022. The framework measures the performance of Municipalities against a clear spatial integration outcome. The elements which are used to compile the report are:

- Inclusion-ensuring secure land tenure and recognition of land rights
- Access- guaranteeing households access to basic services, housing and safe living environment,
- Transformation-restructuring spatial form through densification, mixed land uses and governance improvements,
- Cohesion- building social trust, reducing community dissatisfaction and strengthening ward functionality
- Economic Transformation-diversifying local economies and promoting equitable ownership and
- Economic Inclusion-expanding access to employment and reducing inequality.

The scoring of interest relates to Economic Transformation (12.5%)-this score is due to lack of economic diversification, limited private investment and weak GVA growth. Economic Inclusion (33.3%)-this reflects a weak labour absorption, high unemployment and persistent inequality. At a provincial level the following recommendations are made for Municipalities in particular Economic Transformation-Reviewing Incentives for Investment, Implementing Recovery Initiatives and streamlining Development Approvals to reduce red tape. Economic Inclusion-Strengthening partnerships with private sector, improving labour absorption programmes and targeting employment for vulnerable groups

The implication for DR NDZ is therefore to prioritise:

- Stimulating local economic diversification, particularly through agro-processing, tourism and corridor-based development.
- Targeting inclusive employment initiatives to improve labour absorption, in particular focusing on Women, Youth, People with Disability and Military Veterans where applicable.

The following high level interventions are therefore proposed:

- Agro-processing and agri-business hubs: Support value-addition in dairy, beef, forestry and horticulture, leveraging the area's strong agricultural base.
- Tourism development corridors: consolidate tourism nodes in Underberg-Himeville and extend to Bulwer & Creighton, focusing on eco-tourism, cultural tourism and adventure tourism.
- Rural Enterprise Support: facilitate smallholder farmer markets, cooperatives and MSMEs development to integrate into formal value chains.
- Skills and Training programmes: expand agricultural and tourism skills training to improve employability and productivity.

5.4. OUTLINE OF KEY SECTORS

5.4.1. AGRICULTURE SECTOR

The Municipality has a well-established commercial farming sector which is based on semi-intensive dairy, beef, maize & potato production and a strong commercial forestry sector. The dairy sector is the largest sector in the DRNDZLM, and contributes about 56% to the HGDM's GDP annually, 12% to KZN's and 1% to the country's GDP. According to the latest available stats, 79% of the HGDM's dairy farmers are from this municipality and they are producing over 400 000 litres of milk per day. The need to transform this industry is still visible, although there are some good stories of transformation mentioned like one farmer who used to produce less milk to sell it as a hawker, is now supplying higher volumes (litres) to the Creighton Dairies. The number of cows owned by each farmer and the capacities to produce more litres of milk per day is critical and is used to measure the performance in this industry.

The dairy industry's value chain in the processed products; like cheese, yoghurt, powdered milk, ghee or butter and other dairy products makes it to be one of the most important sectors of the local economy, as some investments have taken place in this area in the last decade. Furthermore, the competitive strengths in this sector are enhanced by the: bio-climatic conditions, proximity to markets, the existing cluster of skills, technology, experience and relative low levels of violent crimes.

The disadvantages also exist, such as: Feed supplies, which is less favourably located such as KZN Midlands (N3). Access to Services, most services come from outside the area and are provided on a fragmented basis. Most inputs are coming from Pietermaritzburg or further away

e.g. Meadow Feeds. Eskom Power Supply. Land Redistribution and Restitution's uncertainty, failed transfer of dairy farms, negatively affecting investment decisions. Processing of raw produce, which takes place outside the district. Specifically, for the Farmgate & Creighton Cheese Factory it is the poor quality of roads, which impacts negatively. The sector is still not transformed and is very vulnerable to animal borne diseases such as Foot and Mouth.

Opportunities in the sector exist especially in the agro-processing, emerging farmer support to unlock rural based agriculture production and market linkages. The collaborative effort initiated by the Municipality and DARD, where on a rotational basis Early Morning Farmers Markets are held needs to be structured more formally and be done on a regular basis to improve access for small scale farmers. This needs to also coincide with pension pay days and be extend over more than a day activity.

5.4.2. TOURISM SECTOR

The tourism sector in the Municipality is anchored by the scenic mountainous and natural beauty of the landscape in the Southern Drakensberg and provides a gateway to the Sani Pass and the Kingdom of LeSotho. The municipality is the only area within KZN Province that has a direct linkage through the Sani Pass road with the Kingdom of Lesotho. Tourism activities such as, fly-fishing, hiking, birding, and adventure sports like canoeing, attract multitudes of people to the area which provide much needed revenue for the tourism sector. The sector has eco-tourism, major events like Splashy Fen, and offers diverse, mostly casual, accommodation and dining. Most people are also employed in the sector especially in the establishments that provide for gatherings of Meetings, Incentives, Conferences and Exhibition (MICE). The tourism sector has the potential to grow as an adventure destination. The Southern Drakensberg attracts domestic and international tourists annually who enjoy the mountains and planned events. The sector currently shows signs of improvement and recovery from the effects of the 2019 Covid pandemic. Most of the establishments which had laid off staff are almost back to pre-2019 numbers if not slightly above in some other instances. Improved work relations between the municipality, CTO and other Stakeholders have resulted in better marketing and positioning of the local tourism products with an observed result in the increase of the number of visitors and length of stay.

According to the N3TC Drak Canoe challenge (local annual event) Organisers Last year the event brought around R2,2 million in direct investment into the local economy, with a consequential economic impact of over R4,2 million. Statistics gleaned from a survey conducted by Tourism KZN at last year's event that drew participants to the N3TC Drak Challenge in partnership with FNB canoe marathon, the Euro Steel Drak Descent and the Euro Steel Run. The Rivers Trail Run revealed that 20% of the visitors that packed in the town on the weekend came from outside of the province. Over 70% of the visitors to the town booked paid accommodation for the weekend, with 84% of the visitors spending two or more nights in the local hostelry, and spending an average of R 4 451 on accommodation, food and beverages, travel, entertainment, event entry fees and buying gifts and souvenirs. source https://drak.co.za/2020/01/30/drak-adventure-weekend-shows-importance-of-event-tourism/

The strengths of the DR NDZ LM in tourism are that the Drakensberg is already an established destination.

The District Tourism Plan identified the ff interventions as applicable to the DR NDZ LM, these are: marketing, product(s) development (include events, mission tourism, enabling infrastructure (roads, signage,), capacity building & training (including placement of tourism graduates) and established institutional arrangements.

Further opportunities to diversify the tourism product in the municipality has been to introduce a daily steam train between Underberg and Pevensey, to this effect a Feasibility Study and Business Plan has been developed. However, rail line maintenance and upgrade including access to the Underberg Railway Station have emerged as major stumbling blocks in the implementation and funding of this initiative.

5.4.3. FORESTRY SUB-SECTOR

Forestry, particularly timber production, contributes heavily to income generation in the area. Major companies and stakeholders involved in the region's forestry sector include Singisi Forest Products, as well as broader regional industry players like SAPPI, Mondi, and Masonite. While there is significant potential for commercial-scale ventures, much of the agriculture and land use in the broader area remains at a subsistence level, though the forestry sector specifically relies on established, often private, plantations. Much of the timber grown in DR NDZ has been processed outside the area by the companies who all have their processing facilities outside of the municipal area. The following companies dominate the forest sector in DR NDZ: Mondi Shanduka, Sappi, Merensky, PG Bison Weatherboard, and Medium Scale Growers. The latter are farmers who have established timber plantations as a diversification of their farming and/or business interests. These growers have focussed almost exclusively on eucalyptus for pulpwood and poles, and on wattle for the production of pulpwood and bark for the tannin extract industry. A few individuals have also planted pine. The total area associated with this grower group in DR NDZ is estimated to be in the order of 1 500 ha with individual growers owning between 15 and 400 ha of timber plantations.

(Small-scale growers) There are no formal small-scale growers within DR NDZ. There are patches of wattle within the areas under communal land tenure but none of these are actively managed for forest products, although they are an important source of fuelwood.

The legislative environment and water used rights associated with forestry also pose a challenge for new entrants into the sector. This will have to be looked at and be addressed through appropriate policy levers if the sector is to be transformed and made accessible to the emerging forestry farmer. At present emerging and small scale enterprises are able to receive opportunities in this sector through contracting arrangements with the big forestry companies. These contracts range from silviculture, harvesting and transportation.

5.4.4. PERIPHERAL SECTORS

The Commerce trade sector; which was affected by the unrest of July 2021, especially the towns of Bulwer and Donnybrook who suffered losses of employment and property have shown signs of recovery with almost every destroyed property being brought back to use. Some employees who had lost their jobs have also returned into employment. This is a very important sign and shows resilience and trust in the local economy. The town of Underberg has seen growth as well in the form of new investment such as Boxer Centre, which has created space for a number of commercial entities such as Capitec Bank, Clicks, Debonnaires, Underberg Furniture, Accutt and a few Foreign operated shops. This has brought new job opportunities and, in some instances, opportunities have trickled down to accommodation rental operators as not all jobs are occupied by locals.

5.4.4.1. INFORMAL SECTOR

The informal economy makes an important contribution to the economic and social life of Dr Nkosazana Dlamini Zuma Municipality. Due to the decline in formal employment and consequent increase in unemployment rate, many people seek alternative means of earning an income. It is generally accepted that the informal sector plays a significant role in the local economy, especially in the previously disadvantaged areas. One of the main reasons for this is the inability of the formal sector's national economy to create sufficient employment for the relatively fast-growing labor force. This inability leads to new entrants into the labor market being increasingly forced to turn into the informal sector, to earn a living.

The development of Informal Trading Infrastructure remains the focal area for the municipality, as the sector contributes significantly to the creation of self-employment and reduction of absolute poverty. The sector is also relatively easy to enter, accommodates the most vulnerable groups but is subjected to no security of work or appropriate infrastructure. As a result, the municipality has sourced grant funding from Cogta as well as EDTEA to try and respond to the issues confronting informal trade. Bulwer Informal Infrastructure project is being developed in order to improve the safety and work conditions of traders based at Bulwer Village town. This infrastructure will benefit mostly Women, Youth and people with disability in terms of the Nkosazana Dlamini Zuma Municipality Informal Economic Policy. The informal economic policy was adopted on the 19 February 2019 and has been reviewed every after 2 years. The next review is due in 2027.

Also the informal economic policy will be easier to implement once the development of the Informal Trading Infrastructure is completed and ready to be used by aspirant informal entrepreneurs.

5.4.4.2. MSMES, COOPERATIVES AND RURAL, TOWNSHIP ECONOMY PROMOTION

With regards to the development of MSME, and after having adopted an MSME Support policy the municipality continues to make positive contributions to MSMEs. This contribution is both in terms of physical assets and soft skills development. Also, some consideration is being made by the municipality to adopt the Contractor Development Program championed by DPW

under the Extended Public Works program, which seek to develop construction companies from grade 1 to grade 3 entities so as to allow them to gain experience and competitiveness. MSMEs in the creative industry are also being promoted and championed to the extent that some have even participated in the “Live Your Dream Awards” and have won in that regards. Also the MSMEs get some opportunities to attend market shows and exhibitions such as the Dundee July, Harry Gwala Summer Cup, South Coast Annual Business Fair, Africa Travel Indaba etc.

The database of registered MSMEs and Cooperatives is available in the Local Economic Development Unit, (voluntary registration) however it must be emphasized that this database is kept for capacity building, subcontracting opportunities, information sharing and networking purposes. For procurement opportunities the SCM Unit does keep a database of registered MSMEs and Cooperatives and members on the database are also registered on the National Treasurer Central Services Database.

The SDBIP of the Unit is aligned with the PGDP, National Local Economic Development Framework and District Development Model (DDM) and has structured the available financial resources in such a way that the impacts can be maximized and advances made in terms of creating decent work, developing employable skills and promoting the development of MSMEs and Cooperatives.

Competitiveness goes with skills development both technical and soft. To achieve this the municipality focuses a lot on training interventions including limited scale market access. The SCM and LED units have drafted the MSME Development Policy which seeks to afford an opportunity to MSMEs and Cooperatives within the municipality.

The policy was adopted by Council on the 3rd November 2020, **resolution number 2020/10/231** the municipality intends to observe at least 30-40% of its annual budget directed towards local MSMEs. Ongoing workshops are conducted by LED & SCM targeting contractors and tenderers within Dr NDZ Municipality.

The municipality has an MSME support program where MSMEs, Coop’s and Individuals submit requests to the municipality for support and the program is annually and successfully implemented.

5.5. CLIMATE CHANGE

The Municipality has been awarded R1 200 000.00 for the green and smart Municipality competition by Department of Economic Development Tourism and Environmental Affairs; A business plan was submitted to the Department of Economic Development on how the Municipality plans to utilize funds for climate change mitigation project; The project : solar street lights projects in Donnybrook Town; A Memorandum of Agreement was signed by both the Municipality and the Department of Economic Development Tourism and Environmental Affairs; thereafter; the Department has issued an order to the Municipality for the implementation of this project.

5.5.1. GREEN ECONOMY PERSPECTIVES

The Municipality has not developed her own Green Economy Strategy and relies mainly on the Harry Gwala District Green Economy Strategy 2024/2025 to 2028/2029. The latter was developed in 2024. The strategy makes the following remarks for Dr Nkosazana Dlamini-Zuma Local Municipality: sparsely populated farms and rural homesteads, traditional authority land under ITB, there is Ukhahlamba Drakensberg World Heritage Site, opportunities for nature-based or eco-tourism.

At Dr NDZ LM, detailed planning is encouraged for bulk solar energy generation, something like a 'solar farm'. Furthermore, exploration for wind energy generation. Other green projects, like in partnership with DOS, Eskom on the installation of solar geysers. At present the project Biomass at Donny Brook is one of the projects which the HGDA Green Strategy identifies.

The Donny Brook biomass project is being showcased as a catalyst so that it could be replicated to other LMs in the district and beyond. It also mentioned to indicate a measurable baseline that informs future planning. It is an example of bioenergy generation as a form of Reusable Energy. HGDA has partnered with the EDTEA for the establishment of a Biomass Pyrolysis Plant at Donnybrook in the Dr Nkosazana Dlamini-Zuma Local Municipality. The project is a private investment initiative supported by the Agency through funding from EDTEA (R2million) The Agency has entered a collaboration with the investment facilitator, Mining Community Development South Africa (MCD-SA) to improve the identified facility at Donnybrook of establishing a Biomass Pyrolysis facility. The project has been completed and handed over, and employment opportunities have been created through this initiative.

The Municipality recognises that her contribution to the green economy would be limited due to the rural nature of her environment, which restricts the implementation of SANS10400, partXA and also the area falls in the environmentally sensitive part of KZN which necessitates some more concerted strategy in promoting green economy and environmental sustainability. The new LED, Tourism & Investment Strategy will investigate the extent to which green buildings, water energy generation and wind farms could be developed or promoted.

The Business Regulation and Compliance function contributes significantly in promoting the easi of doing business in the locality. Three pillars form a cornerstone for this function, namely Regulatory, Public Service and Operational efficiency. Public Service components occurs when business community is engaged in different types of workshops and engagements which seek to promote Business Retain and Expansion (BR&E). These workshops also expose business people to local Bylaws and they get a chance to propose for amendments and possible incentives that could improve business friendly environment and sustainability.

5.6. GOVERNMENT LED JOBS

The Extended Public Works Programme and Community Works Programme are both active within the Municipality and are performed, monitored and reported on by the Public Works and Basic Services Department. The reason for this allocation is because the bulk of the EPWP & CWP types of work activities concern service delivery in the public works viz. street cleaning, refuse collection, grass cutting, alien plants eradication, roads repairs and maintenance. The implementation of the programme is aligned to the EPWP Phase 4 Policy which has been adopted by Council, phase 5 EPWP Policy is currently being workshopped.

5.6.1. COMMERCIAL AND SEMI-COMMERCIAL PROPERTY INVESTMENT

Another strategy which the Municipality has used to create sustainable jobs, has been the investment into commercial built-up Infrastructure in township and rural areas. The strategy has proved to create both temporary and permanent jobs for the residents of the municipality. The strategy is also aligned to the Economic Recovery Plan which proposes that Infrastructure development must enchor the creation of jobs. The properties have been built at these following areas: Centocow, Himeville Low Cost and Bulwer. Another semi-commercial development undertaken by the municipality which has created jobs is the provision of Mobile Kitchens and Tyre Fitment Containers.

The following Table shows that Outcomes 1-8 and 13 are relevant to LED.

Table 77: NDP 1-14 Outcomes & Implications for the Municipal LED & Social Development

THE NDP 1-14 OUTCOMES AND IMPLICATIONS FOR THE MUNICIPAL LED AND SOCIAL DEVELOPMENT			
No	NDP Outcome	Implications for LED KPA Section of IDP	Implications for the Social Development Section of IDP
1	Quality basic education (Chapter 9)	Not directly applicable to IDP, LED, KPA	Skills development strategies are addressed
2	Long and healthy life for all (Chapter 10)	Not directly applicable to IDP, LED, KPA	Strategies that improve access to health facilities
3	All people in South Africa are and feel safe (Chapters 12 and 14)	Not directly applicable to IDP to IDP, LED, KPA	Safety and security strategies
4	Decent employment through inclusive economic growth (Chapter 3)	Strategies focused on Job creation	Not directly applicable to IDP Social Development, KPA
5	Skilled & capable workforce to support an inclusive growth path (Chapter 9)	Skills development strategies	Not directly applicable to IDP, Social Development KPA
6	An efficient, competitive and responsive economic infrastructure network (Chapter 4)	Strategies aimed at improving competitiveness	Not directly applicable to IDP, Social Development KPA
7	Vibrant, equitable, sustainable rural communities contributing to food security for all (Chapter 6)	Sustainable livelihood and food security strategies	Sustainable livelihood and food security strategies

8	Sustainable human settlements and improved quality of household life (Chapter 8)	Not directly applicable to IDP to IDP, LED, KPA	Human settlement strategies
9	Responsive, accountable, efficient local government system (Chapter 13)	Not directly applicable to IDP to IDP, LED, KPA	Not directly applicable to IDP, Social Development KPA
10	Protect & enhance environmental assets &natural resources (Chapter 5)	Not directly applicable to IDP to IDP, LED, KPA	Not directly applicable to IDP, Social Development KPA
11	Create a better South Africa, a better Africa and a better world (Chapter 7)	Not directly applicable to IDP, LED KPA	Not directly applicable to IDP Social Development, KPA
12	An efficient, effective and development oriented public service (Chapter 13)	Not directly applicable to IDP, LED KPA	Not directly applicable to IDP Social Development KPA
13	Social protection (Chapter 11)	Not directly applicable to IDP, LED KPA	Strategies Improving social protection y
14	Nation building and social cohesion (Chapter 15)	Not directly applicable to IDP, LED KPA	Strategies aimed a social cohesion

The municipality has aligned to the Key National Priorities namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
- Rural development, land reform and food security;
- Improved quality basic education;
- A long and healthy life for all South Africans;
- Fighting crime and corruption; and in particular
- The implementation of the 9-Point plan to grow the South African Economy.

In this context, priorities 4, 5, 6, 7 are of central importance to the LED section of the 2026/27 IDP and SDF. Strategies are developed in order to address these priorities in the Development and Town Planning section of the IDP. This enables a seamless alignment between national and provincial level outcomes as reflected in the local municipal outcomes based IDP of 2025/26. The Municipality has also aligned to the Nine-Point Plan which entails:

1. Revitalization of the agriculture and agro-processing value-chain;
2. Advancing beneficiation adding value to our mineral wealth;
3. More effective implementation of a higher impact Industrial Policy Action Plan;

4. Unlocking the potential of MSME'S, cooperatives, township and rural enterprises;
5. Resolving the energy challenge;
6. Stabilizing the labour market;
7. Scaling-up private-sector investment;
8. Cross-cutting areas to reform, boost and diversify the economy;

- Science, technology and innovation
- Water and sanitation
- Transport infrastructure
- Broadband roll-out

In relation to the Nine Point Plan, points 1, 4, 7 and 9 are relevant to the LED section of the IDP and SDF in the sense of strategies and programmes that need to be developed in order to realise the outcomes the nine-point Plan requires of the Dr Nkosazana Dlamini-Zuma Local Municipality.

A comparative analysis reveals that relative to international standards, although South African MSMEs represent a similar share of businesses, at 98% of the total business share, when compared with international standards, they only contribute towards 47% of the employment distribution compared to the 60% - 84% of their international counterparts. Consequently, the "small business contribution to and participation in the South African economy is far below its potential" (DBSA Annual Report 2015:21). However, the economic value of MSME'S in South Africa is comparable to some of the international counterparts at 42% of GDP relative to 49% of two Gross value added in the United Kingdom and 33% of GDP Australia. This analysis is shown in following Table:

Table 78: Comparative Analysis of the contribution of Small Businesses

COMPARATIVE analysis of the contribution of small businesses 2016 (source DSBD annual report 2016:21)			
Country	Representation	Employment	Economic value
United Kingdom	99% of businesses	60% of employees	Gross value-add: 49.8% of the UK economy
Australia	96% of businesses	63% of all workers employed, of whom 93.5 % are employed by micro enterprises	33% contribution to GDP

Taiwan	1,3 million or 97.6 % of businesses	78.3% of employed persons	31.5% of total sales
Latin America	99% of businesses	67% of all employees	30% of total exports
People's Republic of China	99% of businesses	84% of the workforce	74% of sales
South Africa	98% of businesses	47% of the workforce	42% contribution to GDP

There has been significant growth in employment in the following sectors:

Construction showing a linear squared regression line pegged at R^2 0, 79 which means that the inclining trend in employment is significant in this sector [1].

Wholesale and Retail trade is the second most significant trend in employment generation with linear squared regression line pegged at R^2 .0,79 which means that the inclining trend in employment is significant in this sector,

Transport and storage, hold the third place in the level of significance with a R^2 of 0,83 which means that this sector is growing at the fastest rate in the Municipality.

Community and social services is fourth in line with **Manufacturing** showing a steady growth at R^2 of 0,75

However, there is a sharp decline in the Agricultural sector exhibiting a steady decline in its potential to attract employment with its negative regression pegged at 0, 76 which is a matter of grave concern.

According to the District Growth and Development Plan, the following sectors are the key drivers of the economy:

- ☞ Agriculture and Agro-industry
- ☞ Tourism
- ☞ Public Sector
- ☞ Strategic Infrastructure Delivery

However, Wholesale and Trade should also be seen as core drivers of the informal economy as this analysis reveals. In keeping with the imperatives of the State of the Nation Address and the Nine Point Plan, sound value chain analysis of all the "Driving Sectors" is essential for equitable access to the economic activities and sound growth based MSME development. The analysis of the dairy industry above reveals how difficult this element of the national and District imperatives with relation to value chain-based employment creation has been for the Municipality. Currently, the local furniture, wood, business, and agriculture is revealed a

significant decline in the formal and informal sectors and are shedding local labour particularly in the timber and commercial farming domains.

The regulatory environment particularly for small business development as one of the key drivers of growth is onerous. The Municipality is currently in the process of establishing its Planning tribunal and updating its outdated town planning schemes. However, the application processing domain in the Municipality has been hampered by the is slow pace of a required radical review of its schemes and regulatory processes that are no longer facilitating rapid development applications processes required for growth. The municipality addresses threats or constraints facing the local economic sectors and businesses by having consultative processes during the development planning phase and the local structures that participate in this process ensures that interventions and programmes as per SDBIP respond to threats, weaknesses and do take advantage of opportunities.

Through functional arrangements and agreements with Industry Representatives and Educational institutions the municipality continues to identify, recruit and develop prospective entrepreneurs in the agriculture sector. The LED Strategy provides a good narration of agro-processing opportunities within the municipality. Agri-parks are coordinated at a district level, however at local municipalities production hubs are being promoted through plant production, cooperatives, livestock, farmers and small stock.

5.7. LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

Provided below is the analysis of the Strengths, Weakness, Opportunities and Threats facing Dr Nkosazana Dlamini-Zuma Municipality Local Economic Development, Tourism & Business Regulation.

Table 79: Local Economic Development: SWOT Analysis

LED & TOURISM SWOT ANALYSIS	
STRENGTHS	**OPPORTUNITIES**
☞ Established and functional LED & Tourism Forums (sit Quarterly) ☞ Budget for LED & Tourism programs ☞ Established ward Agricultural committees. ☞ Established MSME support Evaluation Committee to ensure transparency (Dr NDZ LED & Tourism Unit, EDTEA, DARD, HGDA etc)	☞ Strong Partnership with various stakeholders like EDTEA, TKZN, SEDA, HGDA, DARD, Private Sector, DOT, Emerging Farmers, Committee of informal traders, committee for Fashion designers, ☞ Land will be purchased for VAI project

☞ Developed adopted MSME support policy ☞ Developed database of MSMEs (updated regularly) ☞ Quarterly meetings with Emerging Contractors and Suppliers. ☞ Ownership of Rail Tourism product. ☞ The municipality boasts a world class tourism structures and as a tourist destination. ☞ Rail Tourism and Cultural Tourism ☞ Tourism Brochures and Maps developed ☞ Business Licensing office located in a planning office. ☞ Established Community Tourism Organization ☞ Cross Boarder Forum	○ (EDTEA will also fund the project) ☞ Corridor to Lesotho ☞ Established partnership with Mokhotlong Municipality ☞ Access to land at Donnybrook Town ☞ Funding from external Public Private partners ○ (Operation Vula etc) ☞ Potential Investment for unavailable services (e.g Hospitals & Agricultural School) ☞ Bulwer Extension onto Land donated by Public Works. ☞ Rail Line Maintenance budget from DOT. ☞ Upgrading, Compacting & Widening of the R617 from Underberg to Bulwer.
WEAKNESSES	**THREATS**
☞ Challenges with Zoning – Donnybrook and Creighton, Bulwer ☞ Unsustainable funded LED projects ☞ Poor Road Infrastructure ☞ Poor network – impacts negatively to ecommerce - emerging businesses cannot download important documents from the Municipal website and other sources e.g tender documents ☞ Lack of Business Management Skills for MSMES	☞ Organized structures conspiring against municipal projects and programs. ☞ Disregarding legislative frameworks by foreigners occupying shops and supermarkets. ☞ Lack of understanding of the SDF by Traditional Leaders. ☞ Public Service delivery protests scare investors

☞ SLA on Rail Tourism did not adhere to ☞ No revenue generated through certain municipal assets. ☞ LED, Tourism and Investment Strategy not finalized	☞ Transnet Houses at Donnybrook (Ownership & Eviction of residents) ☞ Foot and Mouth Disease ☞

5.7.1. KEY CHALLENGES

Table 80: Key challenges of Local Economic Development

Sector / Theme	Key Challenge
Economic Growth and Employment	High unemployment, particularly amongst youth, women and vulnerable groups.
Economic Diversification	Limited economic diversification and dependence on agriculture, tourism and forestry.
Investment Promotion	Limited private sector investment and slow economic growth.
MSMEs and Cooperatives	Lack of business management skills, access to finance, equipment and markets for MSMEs and cooperatives.
Informal Economy	Inadequate informal trading infrastructure and limited support for informal traders.
Agriculture	Limited transformation of the agricultural sector and inadequate participation of emerging farmers in commercial value chains.
Agro-Processing	Insufficient local agro-processing and value-addition facilities resulting in economic leakage.
Tourism	Underutilisation of tourism opportunities in Bulwer, Creighton and Donnybrook.
Tourism Infrastructure	Poor maintenance of tourism infrastructure, signage and tourism products.
Rail Tourism	Delays in rail tourism development due to rail infrastructure and funding constraints.
Forestry Sector	Limited participation of emerging and small-scale growers in the forestry value chain.
Business Environment	Regulatory and planning processes that may delay investment and business development.
ICT and Connectivity	Poor network coverage and limited digital connectivity affecting business operations and e-commerce.
Roads Infrastructure	Poor road conditions impacting tourism, agriculture, logistics and investment attraction.
Municipal Assets	Limited revenue generation from certain municipal assets.
Strategic Planning	LED, Tourism and Investment Strategy not yet finalised.
Livestock and Agriculture	Vulnerability to animal diseases such as Foot and Mouth Disease.
Social and Economic Stability	Service delivery protests and socio-economic instability affecting investor confidence.

5.7.2. KEY ACHIEVEMENTS IN THE LAST 5 YEARS

Table 81: Key achievements in the last 5 years for LED

Sector / Theme	Key Achievement
LED Governance	Established and functional LED and Tourism Forums meeting on a quarterly basis.
Tourism Governance	Functional Community Tourism Organisation and Cross-Border Forum established.
Agriculture	Establishment of ward agricultural committees and support programmes for emerging farmers.
MSME Development	Adoption and implementation of the MSME Support Policy.
MSME Development	Development and maintenance of a municipal MSME database.
Enterprise Support	Establishment of an MSME Support Evaluation Committee involving key stakeholders.
Capacity Building	Ongoing business mentorship, coaching, training and skills development programmes.
Artisan Development	Artisan skills training programmes implemented in partnership with TVET institutions.
Market Access	Participation of local businesses in trade exhibitions, business fairs and tourism showcases.
Agriculture	Support provided to livestock improvement programmes through breeding bull initiatives.
Agriculture	Promotion of livestock sale days and rural agricultural market initiatives.
Agro-Processing	Support for local agro-processing initiatives within the dairy sector.
Dairy Industry	Growth of dairy processing facilities, including Creighton Dairies and Underberg Dairy.
Tourism	Continued growth and recovery of the tourism sector following the COVID-19 pandemic.
Tourism	Strengthened collaboration between the municipality, tourism stakeholders and sector partners.
Tourism Marketing	Development of tourism brochures, maps and destination marketing initiatives.
Rail Tourism	Ownership and promotion of rail tourism opportunities and feasibility planning.
Forestry	Support for biomass energy initiatives and forestry value-chain opportunities.
Green Economy	Securing funding for climate change mitigation projects, including solar streetlight initiatives.
Informal Economy	Progress towards the development of informal trading infrastructure in Bulwer.

Commercial Investment	New commercial investment and business growth in Underberg, including retail developments and job creation.
Partnerships	Strong partnerships established with EDTEA, TKZN, SEDA, DARD, HGDA, private sector stakeholders and neighbouring municipalities.
Investment Promotion	Ongoing efforts to promote tourism, agriculture, MSMEs and investment attraction within the municipality.

5.8. SOCIAL DEVELOPMENT ANALYSIS

The Community and Social Services Department (CSSD) play a critical role in promoting social wellbeing, public safety, and community development within the municipality. The department is responsible for the provision and coordination of services that enhance the quality of life of residents, particularly in rural and underserved communities.

It delivers services through key functional units including Traffic Services, Driving Licence Testing Centre (DLTC), Fire and Rescue Services, Disaster Management, Parks and Cemeteries, Sports, Arts and Culture, Community Facilities (Community Services Centre, Community Halls, Sports fields and Taxi Ranks) and Social Development Programmes focusing on vulnerable groups such as women, children, senior citizens, persons with disabilities, and communities affected by HIV and AIDS and Youth.

In addition, the department supports integrated community development initiatives through the Operation Sukuma Sakhe (OSS), which aims to improve service delivery, coordinate interventions to address social challenges at household and community level.

5.8.1. SITUATIONAL ANALYSIS

The municipality is predominantly rural with widely dispersed settlements and limited socio-economic opportunities. Many communities experience challenges related to limited access to social infrastructure, safety services, and recreational facilities. These challenges are further exacerbated by poverty, unemployment, and limited access to essential public amenities.

Community and social services department facilitate integrated community development initiatives through ward-based War Rooms established under Operation Sukuma Sakhe programme. These war rooms serve as a community coordination platform where government departments, municipal officials, community leaders and civil society organisations work together to identify and address social challenges affecting households.

The CSSD plays a coordination role in supporting war rooms functionality. The department supports war room operations through the following activities:

- Coordination of community outreach programmes targeting vulnerable groups such as women, children, senior citizens, persons with disabilities and households affected with HIV and AIDS.
- Supporting awareness programmes on social issues including substance abuse, gender-based violence and community safety.
- Facilitate collaboration between municipal department, provincial government department, and community stakeholders.
- Monitoring social challenges identified through War room engagements and referring cases to relevant service providers.

Within Dr Nkosazana Dlamini Zuma local municipality, there are fifteen (15) functional war rooms that provides a mechanism to:

- Identify vulnerable households within communities.
- Coordinate government interventions and social support programmes
- Monitor service delivery challenges at ward level.
- Facilitate community participation in local development initiatives.

Key service delivery challenges experienced within the Community and Social Services sector include:

- Limited access to adequately maintained community facilities for social and community activities.
- Rising incidents of fires, disasters, and climate-related emergencies, requiring improved disaster preparedness and response capacity.
- Limited firefighting resources and infrastructure, particularly in remote areas.
- Road safety challenges and traffic law violations that require strengthened traffic law enforcement.
- Growing social challenges affecting vulnerable groups such as women, children, the elderly, persons with disabilities, and individuals affected by HIV and AIDS.

These challenges require coordinated planning and interventions to ensure inclusive and sustainable community development.

5.8.2. STRATEGIC FOCUS AND DEVELOPMENT PRIORITIES

The department focuses on improving access to social infrastructure, strengthening community safety, and promoting inclusive social development.

Key strategic priorities include:

- Improving community safety and road traffic management.
- Strengthening fire and disaster response capacity.
- Expanding and maintaining community facilities (Community service centre, halls, sports field and taxi ranks) parks, cemeteries, and sports facilities.
- Promoting youth development through sports and recreation programmes such as participating in SALGA games, Marathons (Sazi Langa, Willie Mtolo and Sani Stager), Mayoral Cup, Cultural music competitions and rural horse riding.

- ☞ Supporting social development programmes such Golden games, Disability Day where persons with disabilities participate in sport at a district and provincial level targeting vulnerable groups.
- ☞ Strengthening community participation and intergovernmental collaboration through Operation Sukuma Sakhe structures.

These priorities contribute to broader municipal objectives aligned with the **National Development Plan 2030 and legislative frameworks such as the Municipal Systems Act and the Disaster Management Act.

5.8.3. KEY PROGRAMMES AND SERVICES

5.8.3.1. TRAFFIC SERVICES AND DLTC

The Traffic Services and Driving Licence Testing Centre (DLTC) aim to improve road safety and ensure compliance with traffic legislation. This is done through multi stakeholder roadblocks. The municipality conducts law enforcement operations, road safety awareness campaigns, vehicle and driver testing, and licensing services to promote responsible road use.

5.8.3.2. FIRE AND RESCUE SERVICES

The Fire and Rescue Services unit is responsible for responding to fires, accidents, and emergency incidents within the municipal area. The unit also conducts fire prevention, fire inspections in business and government buildings to ensure compliance, checking all fire hydrants within the Dr NDZ area if they are functional and conducting community awareness programmes to reduce fire risks in households and public facilities. Conducting fire breaks in high-risk areas to minimise the risk of fire spreading to nearby areas.

5.8.3.3. DISASTER MANAGEMENT

The Disaster Management Unit coordinates disaster risk reduction, preparedness, response, and recovery activities. The unit works closely with communities and other stakeholders to identify risks, implement mitigation strategies, and ensure effective response to disasters such as floods, fires, and severe weather events. The unit has established a volunteer unit and the volunteers will be provided with gargets to enable them to perform their duties effectively.

5.8.3.4. PARKS AND CEMETERIES

The Parks and Cemeteries unit is responsible for the development, maintenance, and management of municipal parks, public open spaces, and cemeteries. The municipality has

four cemeteries, Underberg, Himville, Creighton and Donnybrook cemeteries to ensure dignified burial services while improving the aesthetic and environmental quality of public spaces.

5.8.3.5. SPORTS, ARTS AND CULTURE

The municipality promotes social cohesion and youth development through the construction, upgrading, and maintenance of sports fields and recreational facilities. These facilities support community sporting activities and contribute to healthy lifestyles.

who took an initiative to develop the marathon training programmes that benefits the Dr Nkosazana Dlamini Zuma community to capacitates them to be able to participate in international marathons like Two Oceans and the Comrades marathon. The unit also provide training for jockeys including female jockeys in preparation to participate in the rural horse racing, Harry Gwala summer, the Dundee July and soon be able to participate in the Durban July.

5.8.3.6. YOUTH

The municipality has a youth council to ensure provision of a platform for youth to voice out their interest, concerns and opinions in the community. To encourage young people to participate in decision-making processes, community development and social activities.

Empower young people by developing their leadership skill, confidence and capacity.

Address issues affecting young people, such as poverty, unemployment, inequality and social injustice. Providing programmes and services that promote youth empowerment and education such as the Boys camp which normally took place annually to enable young boys to engage and deliberate on issues affecting them at school, at home and in their life and coming up with interventions to resolve the issues raised during the event.

The municipality also participate in umkhosi womhlanga which is an annual event to revive culture and encourage young girls to abstain from sexual activities.

5.8.3.7. COMMUNITY FACILITIES

Community facilities include halls that provide venues for social gatherings, public meetings, cultural events, and community programmes. The municipality prioritises the maintenance and refurbishment of these facilities to ensure accessibility and safety.

5.8.3.8. SOCIAL DEVELOPMENT PROGRAMMES

The department implements social development initiatives aimed at supporting vulnerable groups including:

- Women and gender empowerment programmes including participating in Umkhosi womhlanga, celebrating women`s day and men`s day. Conducting forums to encourage active involvement in municipal activities.
- Child welfare and youth development initiatives
- Support programmes for senior citizens by ensuring that they participate in local, district, provincial and national golden games. Encourage them to establish luncheon clubs within their communities.
- Inclusion programmes for persons with disabilities
- Awareness and support initiatives addressing HIV and AIDS

These programmes are implemented in collaboration with community organisations, government departments, and civil society partners.

5.8.3.9. OPERATION SUKUMA SAKHE (OSS)

Through Operation Sukuma Sakhe, the municipality participates in coordinated government efforts to address social challenges at household level. OSS war rooms facilitate collaboration between government departments, traditional leadership, and community stakeholders to improve service delivery and address poverty, health, and social welfare challenges.

LTT DEPLOYMENT TO WAR ROOM

1	Ms Halalisiwe Zondi (Department of Social Development) Ms Malunga (Department of Agriculture) Ms Mbalezinhle Chiya (Dr NDZ Oss)
2	Ms. Halalisiwe Mbatha (Department of Social Development) Ms Bongi Ngcobo (Gender Officer Dr NDZ) Ms Xolie Mkhize (SASSA) Ms Mbalezinhle Chiya (Dr NDZ OSS)
3	Mr. J Meyer (Department of Human Settlements) Ms Xolie Mkhize (SASSA) Ms Bongi Ngcobo (Gender Officer Dr NDZ)
4	Mr Sfiso Zondi (Dr NDZ) Mr Kubheka (Department of Home Affairs) Ms Halalisiwe Mbatha (Department of Social Development)
5	Ms Mbalezinhle Chiya (Dr NDZ OSS) SASSA (Pholela) Mr Ntuli (Department of Health) Ms T Ndlovu (Creighton SAPS)
6	Mr F Ntuli (Department of Health)

	Mbalezinhle Chiya (Dr NDZ OSS) Mr Sithole (IEC)
7	Ms Mbalezinhle Chiya Mr Kubheka (Department of Home Affairs)
8	Ms Ntimbane (DSD Bulwer office) Ms Mbalezinhle Chiya (Dr NDZ OSS) Ms T Ndlovu (Creighton SAPS)
9	Ms. Lindiwe Zuma(Dr NDZ CPO) Ms Mbalezinhle Chiya (Dr NDZ OSS) DSD Ms Thobe Gasa (Department of Safety and Liaison)
10	Mrs Malunga (Department of Agriculture) Ms Willie Ms Mbalezinhle Chiya (Dr NDZ OSS) Ms L ZUMA (Dr NDZ CPO)
11	Bulwer SAPS Mbalezinhle Chiya(Dr NDZ OSS)
12	Mr Xulu (Department of Education) Ms Mbalezinhle Chiya (Dr NDZ OSS) Mr Sithole (IEC) Ms Willie (Department of Health)
13	Ms. M. Maphanga (Dr. NDZ) Ms Thembeka Ndlovu (EDTEA) Ms Mbalezinhle Chiya (Dr NDZ OSS) Mr Memela (Donnybrook SAPS)
14	Mr Memela (Donnybrook SAPS) DSD Mbalezinhle Chiya (Dr NDZ OSS) SASSA (Bulwer)
15	DSD Mbalezinhle Chiya (Dr NDZ OSS) Ms Y Malunga (Department of Agriculture)

The LTT is fully functional, sits quarterly but in its year of renewal or to relaunch the structure where LTT members will nominate the following portfolio's:

Chairperson

Deputy Chairperson

Secretary

Deputy Secretary

All warrooms are held monthly, whilst the LTT sits on quarterly basis.

The LTT is fully functional with the following members:

MW Dlamini- Chairperson

Vacant – Deputy Chairperson

Secretary: Lindiwe Zuma

Deputy Secretary: Bonisiwe Nkandi

All war rooms sit on monthly basis, whilst the LTT sits on quarterly basis

BELOW IS THE PROPOSED DEPLOYMENT OF DR NDZ EMPLOYEES AND MANAGEMENT TO WAR ROOMS

WARD NO	COUNCILLOR	TACTICAL SUPPORT	OTHER OFFICIAL	MANAGER	SCHEDULE OF WAR ROOM MEETINGS
1	Cllr S Mlibeni	Ms Bongi Ngcobo	Mr Majola (LED)	Mr J Sondezi (Corporate Services Manager) Mr Sithole (Chief Fire fighter)	Monthly
2	Cllr B Ntshiza	Ms Bongi Ngcobo	Mr L. Molefe	Mr N Dlamini (LED Manager)& Ms Z Mlata	Monthly
3	Cllr S S Mkhize	Ms Bongi Ngcobo	Mr Majola	MM (Mr N.C Vezi) & Ms Dawe	Monthly
4	Cllr T SHOBA	Mr S Zondi/Bongi Ngcobo	Mr Zwane	Mr M. Mntungwa(CFO)	Monthly
5	Cllr N Mdlangathi	Mr W Mbanjwa	Ms Ayanda Hlongwane	Ms Hadebe (PMU MANAGER)	Monthly
6	Cllr NG Dlamini	Mr W Mbanjwa	Mr K Xaba	Mr W Dlamini (Protection Services Manager)	Monthly
7	Cllr S S Phoswa	Mr Mthobisi Dlamini	Mr Zwane	Ms B NKANDI (PCO)	Monthly
8	Cllr MM Dlamini	OSS Officer Vacant	Mr Mdu Mbhele	Mr Z Dlamini (PWBS)	Monthly
9	Cllr BB Khathi	Ms L Zuma Makhanya	Mr K Xaba	Mr S RADEBE (Senior Human Resource officer	Monthly
10	Cllr T Bhengu	Mr S Zondi	Ms N Miya	Mr Mngadi (Manager PWBS)	Monthly
11	Cllr X Zamisa	Mr S Zondi	Ms N Miya	Deputy CFO VACANT	Monthly
12	Cllr VAT Mthembu	Ms L Zuma-Makhanya Community Programmes Officer	OSS officer	Ms N Vakalisa (Strategic Manager) and Ms Holiwe (Supply Chain Manager)	Monthly
13	Cllr B Memela	Ms P Maphanga	Mr K A Xaba	Mr Dhlomo (Senior Traffic Officer): Asset and Revenue Manager	Monthly
14	Cllr T Mdladla	OSS Officer	Mdu Mbhele	Mr Mazibuko (Manager Planning)	Monthly

15	Cllr W Mtolo	OSS Officer	Mdu Mbhele	Mr S Ngcobo (Senior Admin Officer	Monthly

HIV/AIDS day every December to raise awareness and remind the communities that HIV has not gone away, and that there is still much to be done to curb its spread. This awareness helps to reduce the stigma and discrimination which is still prevalence and can have devastating effects on those effected, including abandonment, social exclusion and denial of medical services. Also to pay tribute to those lost their lives to the disease and those living with HIV.

We also commemorate to reflect on progress made and re-energise commitment to fighting the epidemic. As a country we have made a notable stride in addressing HIV/AIDS and Tuberculosis and scaling up antiretroviral treatment programmes. During the HIV/AIDS day the municipality mobilize the community and promote collective responsibility in fighting against the epidemic. Encourages individuals, communities and leaders to act and ensure that human rights are protected.

5.8.4. FACILITIES

The community and social services department is also responsible for municipal facilities like Community Hall, sports fields and taxi ranks to ensure that they are well maintained and kept clean.

5.8.4.1. BULWER COMMUNITY SERVICE CENTRE

The centre was established to bring services to the people living within Dr Nkosazana Dlamini Zuma. The centre is fully occupied by the following occupants:

- Department of Social Development
- COGTA KZN (CDWs) & Department of Labour
- DCOGTA (CWP) & Smart Start
- Independent Electoral Commission (IEC)
- Harry Gwala District Municipality
- Ithala Bank
- South African Post Office
- Lifeline and
- Dr NDZ Offices including Centre Manager and Youth Manager Offices.

The municipality is working on installing hand basins and drainage system for our stalls to operate smoothly.

5.8.4.2. BULWER COMMUNITY SERVICE CENTRE OUTREACH PROGRAMME

As part of maximizing services of the Bulwer Community Service Centre (CSC), the Municipality continues to ensure coverage to the wide range communities within the Dr Nkosazana Dlamini Zuma municipality to take the services to the people who are unable to

reach the centre to promote and advertise the CSC services. The CSC conducts these awareness campaigns in collaboration with its occupants and other identified stakeholder that will provide their services during the event.

5.8.5. COMMUNITY SAFETY

This unit is responsible for ensuring community safety by creating a safer, more secure and resilient community by developing and implementing strategies to prevent crime and promote safety within the local municipality. Its main purpose is to promote community safety and enhance law enforcement.

5.8.6. DISASTER MANAGEMENT

The municipality has a disaster management unit in place to minimise the impact of natural and human made disasters by proactively preparing for, responding to and recovering from events like floods, droughts, fires and other hazards, aiming to protect lives, property and environment through coordinated efforts across various sectors. Disaster preparedness- Developing and implementing disaster management plans to mitigate the impact of disasters. Emergency response- coordinating emergency response during disaster including search and rescue operations. Relief and recovery- providing relief and recovery support to affected communities after disaster. Providing social relief to vulnerable communities who were affected by the disasters. The disaster management plan and the sector plan are in place and reviewed annually.

In ensuring safer pathway and minimize damage of structures, loss of life and livestock, the municipality installs lightning conductors focusing on all wards within Dr Nkosazana Dlamini Zuma municipality.

5.8.7. FIRE BRIGADE

This unit exists for the purpose of preventing the outbreak and spread of fires when they occur and protect life and property from fire related dangers by responding to fire emergencies and performing rescue operations when necessary. Essentially safeguarding the community from fire hazards through active firefighting and preventative measures.

Functions of this unit include:

- ☞ Responding to fire alarms by attending fire incidents in residential, commercial and industrial areas to quickly extinguish the fire.
- ☞ Rescue operations by saving people trapped in burning buildings or motor vehicles or any other hazardous situations
- ☞ Fire prevention education by educating communities on fire safety practices and regulations to reduce risks.
- ☞ Conducting building inspections to ensure compliance with fire codes an identify potential fire hazards

- Participating in disaster preparedness plans and providing support during emergencies like floods or natural disasters.

5.8.8. TRAFFIC

The department host the Traffic unit that is responsible for enforcing road traffic laws, ensuring that the Dr Nkosazana Dlamini Zuma municipality`s jurisdiction roads are safe. The traffic officers actively monitor and penalizes traffic violation like speeding, illegal parking, and driving under the influence, ultimately aiming to promote responsible road user behaviour.

Functions of this unit includes:

- Traffic law enforcement by issuing fines for traffic violation, stopping and checking vehicles for compliance with road rules and apprehending offenders.
- Conducting awareness on road safety rules and regulations.
- Traffic management by controlling traffic flow through managing interceptions.
- Enforcing local traffic bylaws related to packing, stopping and vehicle loading.
- Conducting motor vehicle licensing and renewal of licenses.

5.8.9. LIBRARIES

Libraries plays a vital role in municipalities to promote social inclusion, education, economic development and community well-being. There are five libraries within Dr Nkosazana Dlamini Zuma municipality including the Modula library. Their main purpose is to provide a welcoming space for community members to connect and socialize, engage in various activities. They offer a range of services and resources that caters for diverse needs, ages and abilities. They offer literacy programmes for children and adults to improve reading skills. Provide computer trainings to the community. Provide access to educational resources such as online courses, tutorials and study materials. They support students and professionals. They offer public access to computers, internet and digital tools and ensuring equal access to technology.

Libraries host different programmes and events, collaborate with schools, community groups and local organisations to develop programmes to promote social cohesion. Provide training to and resources to help workers develop new skills, support small businesses and job seekers.

5.8.10. SOCIAL DEVELOPMENT: SWOT ANALYSIS

Table 82: Social Development: SWOT Analysis

SWOT ANALYSIS - COMMUNITY PROGRAMS UNIT	
STRENGTHS	**WEAKNESSES**
☞ Developed an Events Policy & an events Calendar ☞ Project plans in place ☞ Provision of Budget ☞ Youth Plan ☞ Active Youth Council ☞ Branded OSS War rooms ☞ Existing and functional Forums(Gender, Senior Citizens, Disability, children, Youth Council, Arts and Culture, sport Federation)	☞ ☞ No external Funding ☞ outdated of focus groups (disabled persons, graduates etc) ☞ Lack of storeroom space ☞ Lack of municipal signage ☞ poor conditions of sports-fields for community sport development through vandalism ☞ No old age home & some wards have no luncheon clubs ☞ No storage space
OPPORTUNITIES	**THREATS**
☞ Existing partnerships with external stakeholders. ☞ Public Private Partnerships (MTN, Umgungundlovu Insitute of Higher Learning, Narysec (Rural Development) ☞ SAPPI Partnership ☞	☞ ☞ Relocation of community members within wards disrupts verification and prioritization and contributes to duplication of services by stakeholders e.g. Housing needs ☞ Social ills (Crime, GBV, teenage pregnancy and school dropout ☞ Vandalism of Municipal Amenities including War rooms
SWOT ANALYSIS – PARKS AND RECREATION & FACILITIES MANAGEMENT	
STRENGTHS	**WEAKNESSES**
☞ Infrastrascture : Safe and Secure Physical Facilities. ☞ Availability of Budget to maintain community facilities ☞ Availability of platforms to interact with communities (i.e OSS War Room ,IDP	☞ Insufficient funding to provide for security in all Community Facilities ☞ Lack of Electronic management system. ☞ Shortage of permanent Parks and Cemetery staff, facilities and tools

& Budget foroms , Community meetings. ☞ Able Councilors and Council Structures to monitor proper utilization of community facilities. ☞ Full functional Bulwer Community centre ☞	☞ Lack of Community structures responsible for utilization and protection of Community facilities ☞ No internal budget – only EPWP funding. ☞ Poor internal communication and controls on identifying and prioritizing beneficiaries of community facilities maintenance , renovations and extensions ☞ No proper recording system for cemetery ☞ Lack of cemetery in Bulwer
OPPORTUNITIES	**THREATS**
☞ Hall management Policy	☞ Vandalization of Community Facilities by Communities ☞ Public protests ☞ Unrest ☞ Natural disasters

SWOT ANALYSIS – COMMUNITY SAFETY	
STRENGTHS	**WEAKNESSES**
☞ Pound Policy, two Municipal pounds and a pound truck ☞ Existing Vehicle impounding Policy ☞ Bylaws ☞ Effective Disaster Management Advisory Forum ☞ Existing Disaster Management Master and Sector Plan ☞ Provision of Internal Disaster Management Centre Budget. ☞ Computer training and certificates leading up to job creation. ☞ Facility to ensure enhanced revenue collection (Use of an Automated	☞ Lack of a proper Fire Station/ disaster management centre ☞ Inadequate personnel for fire services ☞ Insufficient funds to build the Fire Station/ disaster management centre ☞ Human resources for both Disaster Management and fire is not adequate ☞ Shortage of fire equipment and vehicles ☞ Inadequate library services within the municipal areas

Number plate Trailer for collection of traffic fines) ☞ Internalized Fire and Rescue Services unit ☞ Established partnership between Dr NDZ LM & Mokhotlong - addressing Cross Border issues	☞ No internal funding to continue with building library's infrastructure ☞ Lack of facility to store impounded vehicles. ☞ Unavailability of fully flegded Drivers' License Centre ☞ Justice system affects the collection rate of Traffic fines
OPPORTUNITIES	**THREATS**
☞ Participation of private sector, NGOs and on issues of disaster management ☞ Partnership with department of Arts and Culture assisting municipality with provisions for grant funding to advance library services	☞ Vulnerability of communities to natural disasters ☞ Illegal immigration. ☞ Unavailability of fire hydrants in most rural areas ☞ Houses not built in accordance with national building standards and regulations (rural and informal settlement ☞ Attack to Traffic Officer's, animal pound and Fire services staff as they respond to emergency incident. ☞ Transmission of zoonotic diseases as a result of cross border livestock theft.

5.8.10.1. KEY CHALLENGES

Table 83: Key Challenges of Social Development

Sector / Theme	Key Challenge
Community Facilities	Limited access to adequately maintained community halls, sports fields and community facilities in some areas.
Sports and Recreation	Poor condition and vandalism of sports facilities affecting youth and community development programmes.
Community Safety	Rising levels of crime, gender-based violence, substance abuse, teenage pregnancy and school dropouts.
Fire and Rescue Services	Inadequate firefighting personnel, equipment and emergency response vehicles.
Disaster Management	Limited resources to respond to increasing climate-related disasters, floods, fires and severe weather events.
Disaster Management	Vulnerability of rural communities to natural disasters and environmental hazards.
Traffic and Law Enforcement	Road safety challenges, traffic law violations and limited traffic law enforcement resources.
Driver Licensing Services	Absence of a fully-fledged Driving Licence Testing Centre (DLTC).
Libraries	Inadequate library services and limited funding for library infrastructure development.
Parks and Cemeteries	Shortage of personnel, equipment and resources for parks and cemetery maintenance.
Cemeteries	Lack of a cemetery in Bulwer and absence of a proper cemetery records management system.
Social Development	Growing demand for support programmes targeting women, youth, children, senior citizens, persons with disabilities and vulnerable households.
Community Programmes	Lack of external funding for community and social development initiatives.
Operation Sukuma Sakhe	Relocation of households and changing demographics affecting beneficiary verification and service coordination.
Community Facilities Management	Lack of electronic management systems and inadequate security measures for municipal facilities.
Public Safety	Illegal immigration, livestock theft and transmission of zoonotic diseases.
Municipal Assets	Vandalism, public unrest and damage to municipal facilities and OSS War Rooms.

5.8.10.2. ACHIEVEMENTS IN THE LAST 5 YEARS

Table 84: Key Achievement in Social Development

Sector / Theme	Key Achievement
Operation Sukuma Sakhe	Establishment and continued functionality of 15 OSS War Rooms across all municipal wards.
	Functional Local Task Team (LTT) coordinating social interventions and stakeholder participation.
Community Development	Ongoing coordination of integrated community development programmes targeting vulnerable households.
Youth Development	Establishment of an active Youth Council providing a platform for youth participation and leadership development.
	Implementation of youth empowerment programmes, including boys' camps and youth development initiatives.
Women and Gender Development	Annual participation in Women's Day programmes, gender forums and Umkhosi Womhlanga activities.
Senior Citizens Development	Support for senior citizens through Golden Games and luncheon club initiatives.
Disability Programmes	Participation in disability awareness and inclusion programmes at district and provincial levels.
Community Safety	Establishment of an effective Disaster Management Advisory Forum.
Disaster Management	Adoption and annual review of Disaster Management Plans and Sector Plans.
Fire and Rescue Services	Internalisation and operationalisation of the Fire and Rescue Services Unit.
Community Safety	Establishment of partnerships with Mokhotlong Municipality to address cross-border safety issues.
Community Facilities	Continued operation of the Bulwer Community Service Centre as a multi-service government access point.
	Ongoing maintenance and management of community halls, sports fields, parks, taxi ranks and public facilities.
Libraries	Provision of five libraries, including mobile library services, promoting literacy and digital inclusion.
Community Programmes	Functional forums for youth, gender, senior citizens, disability, arts and culture and sports development.
Traffic Services	Continued implementation of road safety awareness programmes and traffic law enforcement operations.
Community Events	Development and implementation of an Events Policy and annual events calendar.
Social Awareness	Annual HIV/AIDS awareness campaigns and social mobilisation programmes.

Sports and Recreation	Support for marathons, SALGA Games, Mayoral Cup, cultural events and rural horse-racing programmes.

C.6. MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

6.1. INTRODUCTION

Financial viability is fundamental to the municipality's ability to deliver services, implement development programmes and maintain institutional sustainability. This section outlines the municipality's financial position, revenue management systems, expenditure patterns, asset management processes and strategies aimed at strengthening financial sustainability, improving revenue collection and ensuring responsible financial governance.

6.2. FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The Financial Viability and Management Key Performance Indicators are performed by the budget and treasury department. The following are the Priority Areas for the KPA:

- Budget and Reporting
- Revenue, Debtors and Indigents
- Expenditure management
- Assets and Fleet Management
- Supply Chain Management

The financial data and plans prepared from this data are on the backdrop that since its establishment in the 2016/2017 financial year, the municipality has consistently obtained an unqualified audit opinion from the Auditor General of South Africa, underscoring its commitment to fiscal integrity, sound financial management, and compliance with the applicable legislative and regulatory framework. An audit action plan has been devised to address any findings identified by the Auditor General and internal audit and is diligently monitored on a quarterly basis to ensure improvements in controls activities. This has resulted in the municipality receiving an unqualified audit opinion with a single material finding on performance information in the 2024/2025 financial year(FY), while not the desired result, it nonetheless underscores the municipality's continued momentum and commitment toward achieving the coveted clean audit opinion, underpinned by sustainable governance practices, strengthened internal controls, and consistent adherence to sound financial management principles.

The table below reflects an audit result trend and tracking:

Table 85: Audit result and tracking

Outcome area	Movement	2024/25	2023/24	2023/24
Annual Financial Statement	Unchanged	Unqualified	Unqualified	Unqualified
Annual Performance report	Unchanged	Qualified	Qualified	Qualified
Compliance with legislation	Impovement	No Material Findings	1 Material Finding	1 Material Finding

While financial reporting and compliance remains strong, performance reporting weaknesses needs additional attention, and continued efforts are required to further enhance compliance and financial reporting. To this regards the municipality has developed a detailed audit action plan focusing on the three areas of audit with the aim of improving the audit outcomes with a strong control of current and emerging risks.

6.3. BUDGET AND REPORTING

The municipality maintains a systematic approach to policy development and review, ensuring adherence to regulatory standards and effective governance practices. Annually, policies concerning budget and virement undergo thorough development and review processes to ensure alignment with evolving financial requirements and legislative mandates. Similarly, the adoption of a Budget Process Plan guides the formulation of the Medium-Term Revenue and Expenditure Framework (MTREF) budget and associated reporting on an annual basis. Oversight of budget implementation is overseen by the Budget Steering Committee, convening thrice annually, while the Annual Financial Statements (AFS) Process Plan facilitates the orderly preparation and submission of financial statements, with monitoring conducted by a multi-layered assurance providers such as management, the Audit and Performance Audit Committee, and Department of Treasury and The Department of Cooperative Governance and Traditional Affairs (CoGTA).

Moreover, diligent efforts are undertaken to ensure compliance with the Municipal Standard Chart of Accounts (mSCOA), with the municipality meticulously preparing a compliant budget for the 2025/2026 fiscal year. Supporting systems, frameworks, and committees are established in accordance with mSCOA regulations to facilitate this endeavour.

In terms of financial reporting, the municipality rigorously prepares monthly, quarterly, mid-year, and yearly financial reports, presenting them to relevant stakeholders, including Provincial and National Treasury, finance committees, executive committees, and council, in strict compliance with the Municipal Finance Management Act (MFMA) and MFMA Regulations, thereby ensuring transparency, accountability, and the availability of reliable financial information to enable informed, data-driven decision-making in support of sound governance and sustainable service delivery.

Capital funding and expenditure are critical in enhancing service delivery by ensuring infrastructure development and maintenance. Efficient allocation of these resources directly impacts the municipality’s ability to provide essential services and improve community well-being. Below is a table depicting the Capital grant funding and related details:

Table 86: Capital Grant Funding

Capital Grant funding	2022/23	2023/24	2024/25	2025/26
Grant allocation	30 558 000	29 654 000	31 318 000	38 868 000
Receipts	30 558 000	29 654 000	31 318 000	28 000 000
Expenditure	(30 558 000)	(29 654 000)	(31 318 000)	(28 000 000)
Balance at year end	0	0	0	0
Grant Expenditure of Capital Budget (%)	100%	100%	100%	100%

The municipality has not applied for grant funding to be rolled over to the next financial year. This is due to the municipality's effective grant management controls, which are designed and implemented to ensure that all allocated funds are spent within the stipulated financial period.

All grants, including capital grants, are cash backed and invested in strict accordance with the municipality's Cash, Banking, and Investment Management Policy. This ensures proper financial discipline, transparency, and compliance with regulatory requirements. The municipality maintains a comprehensive Investment Register, which details how funds, including grants, are invested to safeguard ensure that are utilised as their intended.

The capital funding and expenditure plan to address service delivery within the 2025/2026 Medium-Term Revenue and Expenditure Framework is structured as follows:

Table 87: Medium-Term Revenue and Expenditure Framework 2025/26

ITEM	2025/2026 Adjustment Budget	2026/2027 Budget Estimate	2027/2028 Budget Estimate	2028/2029 Budget Estimate
TOTAL INTERNAL EXPENDITURE	30 260 591	27 880 408	27 265 189	28 075 116
TOTAL MIG EXPENDITURE	38 868 001	33 242 000	36 587 000	37 650 000
GREENEST AND SMART MUNICIPALITY COMPETITION	532 870	-	-	-
TOTAL CAPITAL EXPENDITURE	**69 661 462**	**61 122 408**	**63 852 189**	**65 725 116**

Furthermore, the municipality fulfills its audit obligations by preparing and submitting financial statements to the Auditor General as mandated by the MFMA. Interim financial statements are annually presented to the Audit Committee for the reporting period ending in March.

Continuous training is provided to Budget and Treasury Office (BTO) staff to ensure proficiency and compliance with budget and accounting systems.

Additionally, a cost containment measures policy has been enacted to oversee the utilization of consultants, contributing to enhanced fiscal responsibility and accountability. Continuous risk assessment ensures the ongoing viability and effectiveness of the mSCOA project.

6.4. REVENUE, DEBTORS AND INDIGENTS

The following policies were formally presented and duly adopted by the Council in May 2025, with scheduled reviews slated for the fiscal year 2025/2026:

- Rates Policy: This policy delineates the fundamental principles and guidelines governing the assessment of property rates within the municipality.
- Tariff Policy: This policy articulates the structured framework for establishing fees and charges applicable to municipal services, encompassing rates, refuse collection, and other pertinent amenities.
- Indigent Policy: Crafted to address socio-economic disparities, this policy is tailored to offer support and aid to economically disadvantaged or vulnerable individuals and households residing within the municipality.
- Credit Control and Debt Collection Policy: Governing the administration of accounts receivable, credit extension, and debt recovery mechanisms, this policy ensures prudent management within the municipality's financial framework.

The municipality has proactively devised a revenue enhancement strategy along with a series of meticulously planned activities aimed at mitigating its significant grant dependency, which currently stands at 68% as at 31 December 2025. Challenges in revenue collection, attributed to low collection rates exacerbated by a lack of service cutoff mechanism and economic downturn, are being addressed through the augmentation of the Collection department's capacity through human resources, training. And early settlement incentive schemes. Additionally, a panel of attorneys has been enlisted to aid in debt collection efforts, alongside the development and execution of collection plans.

6.4.1. REVENUE MANAGEMENT

The municipality's revenue sources include rates and taxes, service charges, government grants, fines, and other income streams. These sources form the financial base for delivering essential services and funding development projects:

Table 88: Revenue Management

Revenue Management	2025	% of total revenue	2024	% of total revenue
Service charges	4 527 878.97	2%	4 378 912.44	2%
Licences and permits	690 681.83	0%	512 124.88	0%
Agency services	605 399.99	0%	609 274.23	0%
Rental of facilities and equipment	1 884 750.66	1%	2 353 720.79	1%
Other income	771 760.44	0%	1 899 990.56	1%
Contract revenue	4 786 086.96	2%	6 575 465.62	2%
Interest received	14 308 461.58	5%	15 970 078.93	6%
Gain on disposal of assets	425 000.00	0%	-	0%
Property rates	44 314 687.39	15%	42 391 593.60	15%
Penalties on property rates	9 065 521.52	3%	7 674 329.11	3%
Government grants and subsidies	211 530 020.14	72%	202 952 905.00	71%
Assets donated	149 605.80	0%	-	0%
Traffic fines	555 400.00	0%	337 200.00	0%
Pound Fees	355 676.97	0%	407 633.16	0%
Incidental Cash Surpluses	39 310.01	0%	162 716.44	0%
Total revenue	**294 010 242.26**	100%	**286 225 944.76**	**100%**
Collection rate on current and aged debtors		**82%**		**52%**

The municipality's revenue sources for 2025 totaled R294 million, showing an increase from R286.2 million in 2024. The largest revenue contributor remains government grants and subsidies (72%), followed by property rates (15%) and interest received (5%). Other notable income streams include service charges (2%), contract revenue (2%), and penalties on property rates (3%). Smaller contributions come from rental income, fines, licenses, and other sources. However, the collection rate on current and aged debtors has increased from 52% to 82%, leading the municipality to the continued implementation and reviews of the debt recovery strategies.

With projects and activities such as strengthen debt collection by improving billing accuracy, enforcing stricter credit control measures, and offering flexible payment arrangements for struggling debtors and incentivising early payment. Efforts will be made to expand the revenue base by optimizing property valuations, reviewing tariffs, and enhancing compliance with licensing and permit regulations. Efficient grant utilization and proactive engagement with stakeholders will ensure sustainable funding. Additionally, digital solutions and data analytics will be leveraged to improve financial oversight, enhance revenue forecasting, and minimize losses from uncollected funds.

6.4.2. REVENUE ENHANCEMENT STRATEGY

The municipality currently implements a Revenue Enhancement Strategy aimed at strengthening financial viability, improving service delivery, and reducing reliance on grants and subsidies. Its implementation is supported by established institutional capacity, systems, and governance structures aligned with applicable legislative prescripts and best practices. Key resource areas include Policies and Governance, Systems and Technology, Financial Resources, and Human Resources, which collectively provide a strong foundation for revenue management. Operational capacity is primarily located within the Budget and Treasury Office, supported by trained personnel, external debt collection services, and legal support. This is further strengthened by mSCOA-aligned financial systems and policy frameworks such as the Tariff, Credit Control and Debt Collection, Indigent, and Rates Policies, with oversight provided through internal controls and Council reporting structures.

The municipality acknowledges that there are areas for improvement to enhance the effectiveness and sustainability of the strategy. These include strengthening revenue collection processes, improving data integrity through cleansing and system integration, leveraging technology such as automation and customer care systems, and expanding the revenue base through tariff reviews and improved compliance enforcement. In addition, enhanced stakeholder engagement and improved monitoring and reporting mechanisms will be prioritised to ensure continuous improvement and financial sustainability in a dynamic operating environment. Furthermore, the strategy implemented is also intended to have positive spin offs in the local economic, through the following areas:

- The appropriate tariff and rebate setting to enable the municipality to collect revenue from businesses through rates, taxes, and service charges while supporting business expansion and investment attraction through LED initiatives.
- Revenue is generated through licenses and permits for informal traders, with connections to LED programs that support small businesses and cooperatives.
- Tourism and local events contribute to municipal revenue through facility rentals and permits, with a strategy in place to align these income streams with LED efforts that promote tourism growth. Events such as the world renowned, splashy fan celebrations.

It is clear that the municipality benefits from linking its Revenue Enhancement Strategy with the LED Strategy, there are plans to strengthen economic spin-offs for greater financial gains. Strengthening these areas and the development of new projects will maximize municipal revenue while supporting sustainable economic development.

Lastly, the municipality plan improving its Revenue Enhancement Strategy by reinforcing its coordinated efforts to the Local Economic Development Strategy, this includes the consideration of data-driven analysis, policy strengthening, stakeholder engagement, Technology, capacity-building programmes, and strategic investment promotion.

6.4.3. DEBT MANAGEMENT

The age analysis of key revenue drivers and impairment data for the municipality as per the audit set of annual financial statements

Table 89: Debtor Aging Analysis

Debtors aging analysis as at 30 June 2025								
by source type	0-30 Days	30-60 Days	60-90 Days	90-120 Days	Older than 120 Days	Total	Impairment Provision	Bad debt written off
Service charges - Refuse	422 251	273 611	217 670	214 892	12 586 313	13 714 737	-11 732 990	-
Rent	88 401	83 162	78 250	129 373	4 102 615	4 481 800	-159 121	-
Sundry debtors	-	-	-	-	750 963	750 963	-14 106	-
Rates	3 144 232	2 086 581	1 723 822	1 660 550	101 903 577	110 518 763	-52 849 000	315 198
Traffic Fines	65 900	82 150	72 200	84 600	1 019 750	1 324 600	-1 102 188	-
	3 720 784	2 525 504	2 091 942	2 089 415	120 363 218	130 790 864	-65 857 405	315 198

Debtors aging analysis as at 30 June 2024								
by source type	**0-30 Days**	**30-60 Days**	**60-90 Days**	**90-120 Days**	**Older than 120 Days**	**Total**	**Impairment Provision**	**Bad debt written off**
Service charges - Refuse	369 743	289 499	241 352	225 513	9 727 438	10 853 544	8 614 711	-
Rent	24 475	70 841	77 765	82 619	1 718 123	1 973 823	944 436	-
Sundry debtors	-	-	-	-	406 153	406 153	14 106	-
Rates	3 066 901	2 082 300	1 831 215	1 580 616	71 702 751	80 263 782	30 749 950	1 329 300
Traffic Fines	36 250	110 650	- 7 950	24 950	1 438 914	1 602 814	1 465 013	-
	3 497 368	**2 553 290**	**2 142 382**	**1 913 697**	**84 993 380**	**95 100 117**	**41 788 216**	**1 329 300**

As of 30 June 2025, the municipality's total outstanding debtors amount to R130.79 million, an increase from R119.79 million in 2024. The largest portion of outstanding debt comes from property rates (R110.5 million) and service charges - refuse (R13.7 million), with a significant share being overdue by more than 120 days. The impairment provision has also risen from R41.79 million in 2024 to R65.85 million in 2025, reflecting a growing risk of uncollectible debt. While bad debt written off decreased from R1.33 million to R315 198 , outstanding arrears remain high, indicating the need for enhanced debt collection and credit control measures.

The municipality faces challenges which affect revenue management and financial sustainability. Challenges such as inaccurate debtor records, duplicate accounts, and outdated information hinder efficient billing and collections. The write-off process is slow due to complex approval procedures and difficulties in categorizing irrecoverable debt, particularly for deceased or untraceable debtors. Rising impairment provisions highlight the growing risk of uncollectible debt, requiring better financial modelling and debtor analysis.

It is the municipality understanding that strengthening revenue recovery efforts will be critical to improving the municipality's financial position. To this end the municipality has devised a collection strategy that encompasses and not limited to enhanced billing accuracy, stricter credit control measures, and flexible debt recovery options such as payment arrangements and settlements. Community engagement initiatives aim to raise awareness of payment

obligations, while technology-driven solutions enhance debtor tracking and automated reminders. Additionally, the municipality is partnering with external agencies to assist in recovering long-outstanding debts. These measures will strengthen revenue collection, reduce arrears, and improve the municipality's overall financial health.

Looking forward to the fiscal year 2026/2027, the municipality is poised to implement an array of revenue collection strategies to optimize debt recovery from consumers. Furthermore, initiatives in customer care have been initiated to foster citizen engagement in governance processes. Plans are underway to procure and implement a customer care system, slated for finalization within the 2026/2027 fiscal year, alongside enhancements to the Valuation Roll Management System, revenue billing, and debt collection mechanisms.

6.4.4. INDIGENT MANAGEMENT

Key operational processes, such as updating the indigent register and valuation roll, are systematically carried out annually during the budget cycle. Notably, the Indigent Policy and the indigent register are appended as annexures to this document. The Revenue Enhancement Strategy, adopted by Council in 2024/2025, is earmarked for review in the forthcoming fiscal year, 2025/2026, with considerations for implementation.

Table 90: Indigent Management

Indigent Management			
Free Basic Electricity	**2022/23**	**2023/24**	**2024/25**
Number of indigents	640	1111	1315
Cost per service (R value)	99.34	99.34	109.72
Number of Months services offered	12	12	12
	762 931	**1 324 401**	**1 731 303**
Rates and refuse services	**2022/23**	**2023/24**	**2023/24**
Number of indigents	29	30	30
Cost for service (R value)	**109 610**	**114 433**	**168 217**

The Indigent Management program for the 2023/24 and 2024/25 financial years reflects significant changes in the provision of Free Basic Electricity and Rates and Refuse Services. The number of indigents receiving Free Basic Electricity has increased from 1111 in 2023/24 to 1315 in 2024/25, while the cost per service increased from R99.34 to R109.72 per month. The services are provided for 12 months, the total expenditure rose from R1,324,401 in 2023/24to R1,731,303 in 2024/25, highlighting a substantial increase in financial commitment.

For Rates and Refuse Services, the number of indigents slightly increased from 29 in 2022/23 to 30 in 2023/24. Correspondingly, the cost of services rose from R109,610 to R114,433, reflecting a moderate increase in expenditure. This suggests a growing demand for indigent support, especially in Free Basic Electricity, which could be due to socio-economic factors.

The municipality has invested in the indigent policy alignment project within the Harry Gwala district to ensure qualification criteria alignment. The two municipality provide different services to the community, but the alignment allows for the synchronisation and removal duplication on government processes.

The municipality has made efforts to improve indigent relief implementation; the municipality plans to enhance awareness through targeted campaigns and simplification of the application process for easier access. A streamlined verification service is in place which will ensure transparency and clear communication to keep applicants informed. The municipality has led sustainable solutions provided by itself and relevant stakeholders, such as skills and business development and support programmes, to help household beneficiaries become self-sufficient, enshrined in the local economic development strategy. With efficient budgeting and regular monitoring to ensure funds are allocated effectively, maximizing the programme impact on the most vulnerable residents.

Revenue management improved through the implementation of a revenue enhancement strategy, with the collection rate increasing from 52% to 82%, although grant dependency and high aged debtors remain key risks. In 2026/2027 the municipality will prioritize debtor data cleansing, stronger credit control enforcement, improved billing accuracy, and implementation of customer care and valuation roll systems. Indigent management will be strengthened through register verification, policy alignment within the district, and improved targeting of free basic services.

6.5. EXPENDITURE MANAGEMENT

The legislative imperatives concerning effective expenditure management have been integrated into the operational framework of the council through the establishment of standardized operating procedures. These procedures are meticulously aligned with Circular 82 of the Municipal Finance Management Act (MFMA), ensuring meticulous adherence to principles aimed at the judicious, efficient, and economical utilization of the Municipality's resources.

Concurrently, the Municipality has meticulously devised and implemented protocols and workflows to expedite creditor payments within a 30-day timeframe, thus complying with the stipulations delineated in the Municipal Financial Management Act. Furthermore, a comprehensive monthly expenditure management report is diligently compiled and presented to the Finance Committee, elucidating various financial facets for scrutiny.

In accordance with the MFMA, monthly Section 66 reports are meticulously prepared and submitted to the Mayor within the prescribed timeframe, ensuring regulatory compliance and transparent oversight. Additionally, the remuneration structure for councillors' allowances remains congruent with the statutory parameters delineated in Section 219 of the Constitution. This is interpreted in conjunction with the Remuneration of Public Office Bearers Act and the Minister of Provincial and Local Government's determinations, ensuring adherence to legislative frameworks and regulatory directives.

The municipality has consistently complied with the 30-day creditor payment requirement, maintained funded budgets, and aligned expenditure controls with MFMA Circular 82, but rising employee-related costs remain a concern.

During 2026/2027 stricter cost containment, improved monitoring of overtime and contracted services, and tighter linkage between SDBIP, budget, and actual spending will be enforced. Greater emphasis will also be placed on expenditure analysis to ensure spending supports service delivery priorities.

6.5.1. ASSETS AND FLEET MANAGEMENT

The Asset and Fleet Management policies were formally presented and adopted by the Council in May 2025, with a scheduled review slated for the 2026/2027 financial year, with implementation in the 2025/2026 financial year. A robust tracking system has been implemented to diligently monitor all municipal vehicles, ensuring adherence to operational standards. Prior to operating municipal vehicles, all municipal official drivers undergo rigorous testing administered by Municipal Traffic Officers, underscoring the municipality's commitment to safety and accountability.

Disciplinary measures are swiftly enacted against any instances of misuse or abuse of municipal vehicles by drivers, reinforcing the municipality's stance on responsible vehicle utilization. Furthermore, a comprehensive Asset and Fleet Management policies awareness workshop is slated for scheduling during the 2026/2027 financial year, aimed at enhancing stakeholders' understanding and compliance with established protocols.

In adherence to Generally Recognized Accounting Practice (GRAP) 17 and 16, the property, plant, and equipment (PPE) register undergoes regular monthly updates, ensuring accurate and up-to-date financial reporting. The Assets & Fleet Management Unit assumes responsibility for overseeing the entirety of the asset management function, including biannual asset verification exercises to maintain data integrity.

The Dr. Nkosazana Dlamini Zuma Local Municipality has adopted a cost model for the valuation and accounting of its property, plant, and equipment, aligning with best practices in financial management.

Notably, the municipality has encountered a surge in requests for new infrastructure projects, including roads, halls, and crèches, during Integrated Development Plan (IDP) roadshows. Despite receiving Municipal Infrastructure Grant (MIG) allocations, the funds have proven insufficient to meet the increasing demands for asset infrastructure development. Furthermore, the municipality has faced challenges in allocating sufficient funds for repairs and maintenance of existing assets which currently sits below 8%, necessitating prudent repairs and maintenance planning.

In response to the constraints imposed by slow revenue growth and the challenges in meeting infrastructure demands, the Municipality has resolved to procure its own plant and machinery, thus enhancing its capacity for effective infrastructure delivery. This strategic decision underscores the Municipality's proactive approach to addressing infrastructure deficits and fulfilling its mandate to serve the community effectively.

Below is a table of information relating to repairs and maintenance:

Table 91: Repairs and Maintenance

REPAIRS AND MAINTENANCE	2021/22	2022/23	2023/24	2024/25
Repairs and maintenance Budget as a percentage of Property, plant and equipment	3.00%	3.20%	3.30%	3.53%
Actual Expenditure	14 301 231	16 483 829	17 872 350	18 923 145
Budget Expenditure	15 053 927	16 820 234	18 052 879	19 767 788
Value of Property, Plant and Equipment.	479 615 686	513 888 428	538 681 794	559 905 793

The municipality's revenue structure is highly dependent on government grants, which account for 68% of overall income. National and provincial grants primarily fund capital projects and operational costs within specific conditions, limiting flexibility in allocating resources toward repairs and maintenance. As a result, these expenses must be fully covered by internally generated revenue, which is not always sufficient.

The municipality's revenue collection rate has remained stable at 82% of billed revenue. However, with dwindling grant allocations and economic pressures affecting ratepayers' ability to settle accounts, revenue capacity continues to decline. This places additional strain on the municipality's ability to fund repairs and maintenance at the appropriate level, as available resources must be prioritized for critical service delivery needs.

A significant portion of municipal spending is allocated toward capital infrastructure development to address service backlogs and improve economic growth prospects. However, the associated increase in asset base also demands a proportional rise in repairs and maintenance expenditure. Given the financial constraints, the municipality faces challenges in striking a balance between new infrastructure investment and the upkeep of existing assets, further impacting adherence to the 8% norm.

Over the last five years asset registers have been maintained in line with GRAP, asset verification improved, and fleet controls strengthened, but repairs and maintenance spending remains below the 8% norm due to limited internal revenue.

For 2026/2027 the municipality will prioritise infrastructure maintenance planning, improved asset lifecycle management, and increased allocation to repairs and maintenance where funding permits. Fleet monitoring, asset tracking systems, and compliance with asset management policies will be further strengthened.

6.6. SUPPLY CHAIN MANAGEMENT

The Supply Chain Management section was established and is fully functional. Supply Chain Management policy and checklists were developed and reviewed by the Municipality every year. The SCM Policy is aligned with the SCM regulations. Delegation framework was adopted by the Council. Infrastructure procurement policy is available but would be reviewed with other budget related policies.

There have been several improvement initiatives undertaken within the procurement function to ensure value for money, greater efficiency and effectiveness, and irradiate and prevent fraud and corruption. The procurement plan is aligned with the approved SDBIP. The SCM reports form part of the MFMA Section 71, and 52d wherein all procurements are reported to the Finance Committee, Executive Committee and Council. Three Bid Committees were established, Bid Specification, Bid Evaluation and Bid Adjudication and are constituted in accordance with SCM Regulations. The code of conduct is signed by all members and by all SCM officials. Bid committees and SCM officials receive training every year in terms of MFMA Regulations. Weekly performance reports of Bid Committees are tabled on Management Committee meetings. The turnaround time for Competitive Bids is 90 days.

The Contract Management Unit is functional. Monthly report on supplier performance is presented to committees 2024/2025 financial year, and will continue in the foreseeable future. Capacity building programmes are being strategically devised for the contract management unit, recognizing the pivotal role in ensuring effective and efficient execution of contracts.

Number of interventions are implemented to prevent irregular expenditure. In accordance with Circular 82 of the MFMA, Implementation of Cost Containment measures was adopted by Council and communicated to all departments and implementation of robust cost control measures to ensure that procurement expenditure remains within budgetary constraints while maximizing cost savings opportunities. MFMA Circular 62 on extension of contract is also communicated to all departments to ensure compliance. All tenders that are advertised are part of the procurement plan. In terms of section 32(2)(b) of MFMA irregular expenditure may only be written off by Council, if after an investigation by a Council Committees.

Our commitment to adhering to established procurement policies and legislative requirements serves as the bedrock of our procurement practices. We have rigorously enforced compliance through the development of responsive internal controls that ensure principles enshrined in section 217 of the constitution of the republic. We have continuously strived to streamline our procurement workflows, leveraging technology, automation, and standardized procedures to eliminate bottlenecks, and enhance overall efficiency. We have prioritized supplier relationship management initiatives aimed at fostering open communication, building trust, and addressing any concerns or issues in a proactive manner. Regular supplier performance evaluations have been conducted to assess adherence to contractual obligations, quality standards, and delivery timelines, with feedback mechanisms in place to drive continuous improvement.

The regulation issued by Treasury resulted in improved efficiency of the BAC meetings as they are attended by HODs or other representatives from their departments reporting directly to the HOD. The Municipality has developed Bid Committee Calendar to ensure on time sitting of committees to avoid delays on finalization of SCM processes which can result on delays on

the delivery of required goods & services. Checklists have been reviewed, monitoring and reporting mechanism has been improved to prevent and detect non-compliance during the procurement of goods and services as result of these developments the SCM unit had no findings from AGSA in the last year's audit.

The municipality has updated/revised its Procurement Plan for the current financial year to ensure alignment with approved budgets and service delivery objectives. The plan is continuously monitored to track progress against targets, ensuring that procurement processes are conducted efficiently and in compliance with regulatory frameworks.

Implementation of the Procurement Plan has shown steady progress, with a significant percentage of planned procurement activities successfully executed within the set timeframes. However, certain delays have been experienced due to factors such as bid specification adjustments, bidder non-compliance, and extended evaluation processes.

SCM management demonstrates a reasonable level of cohesiveness, ensuring that the procurement function remains aligned with the primary objective of service delivery. However, there is room for further collaboration across departments to optimize procurement efficiency.

The Bid Committees (Specification, Evaluation, and Adjudication Committees) are fully functional and operate within legislated guidelines. The average timeframe from advertisement to award varies based on procurement complexity but generally aligns with prescribed supply chain management regulations. Efforts are being made to shorten procurement lead times by streamlining evaluation and adjudication processes.The municipality's SCM Policy is aligned with Section 217(2) of the Constitution, ensuring fairness, equity, transparency, and competitiveness in procurement. It makes provision for preferential procurement categories, including designated groups such as people living with disabilities, youth and women-owned enterprises, and SMMEs from previously disadvantaged communities. These preferences are incorporated into bid evaluation criteria to promote economic empowerment and inclusive participation in municipal procurement opportunities.

Supply Chain Management has stabilised over the past five years with functional bid committees, improved procurement planning, and no material audit findings, although delays in bid processes and contract management capacity constraints persist.

In 2026/2027 the focus will be on reducing procurement turnaround times, strengthening contract management, and improving alignment between procurement plans, budgets, and service delivery targets. Additional training, improved monitoring tools, and stricter compliance checks will be implemented to prevent irregular expenditure and enhance value for money.

6.6.1. KEY FINANCIAL VIABILITY INDICATORS

The financial status as of June 30, 2025, presents a favourable surplus of R26 407 744, indicating sound fiscal management. Furthermore, the organization holds a significant cash and cash equivalents balance of R133,3 million ensuring liquidity for operational needs. However, significant capital expenditure of R72.5 million suggests substantial investments in

assets or infrastructure. Trade receivables amount to R74.2 million, signalling outstanding amounts owed to the organization, necessitating vigilant receivables management.

On the liabilities front, trade and other payables stand at R 47,6 million, underscoring the importance of effective liability management. The receipt of conditional grants totalling R28 million reflects external funding contributions, supplementing the organization's financial resources.

Analysing financial ratios for the same period, revenue performance aligns with the budget at 100%, while operating expenses are marginally below budget at 91%. Capital expenditure tracks slightly lower than budgeted, standing at 69%, indicating prudent expenditure control. Employee-related costs are managed at 92%, demonstrating the organization's commitment to workforce management. Councillors' remuneration is nearly at full budget utilization, reaching 93%. Conditional grants expenditure is at 78%, highlighting efficient utilization of external funding sources. Creditors' age analysis reveals full payment at 100%, affirming positive supplier relationships. However, the debt collection rate lags at 82%, indicating potential challenges in recovering outstanding debts.

while the financial status remains largely positive, diligent monitoring and management of expenditures, receivables, and liabilities are imperative to sustain fiscal health.

Below is a table of key financial indicators and analysis:

Table 92: Financial indicators and analysis

Indicator	Projections	2025	2024	2023
Cost coverage ratio;	6 months	5.25 Months	6 months	6 months
Current Ratio (Current assets to current liabilities);	3.92 times	4.25 times	4.12 times	4.18 times
Capital expenditure	69 661 462	72 470 192	80 955 795	72 526 230
Collection rate;	82%	82%	52%	77%
Remuneration (Employee and Councilors) to total expenditure;	116 871 410	106 635 664	103 604 733	91 497 281
Distribution losses: Electricity / Water;	Not applicable	Not applicable	Not applicable	Not applicable
Creditors days;	less than 30 days	less than 30 days	less than 30 days	less than 30 days
Budget funding status;	Funded	Funded	Funded	Funded
Conditional grants cash backed;	Yes	Yes	Yes	Yes
Grant dependency;	68%	68%	71%	71%
Loans.	Not applicable	Not applicable	Not applicable	Not applicable

The municipality's financial indicators reflect a mixed performance, with some improvements and areas requiring attention.

- Liquidity & Cost Coverage: The cost coverage ratio remains stable at five to six months range as targeted, ensuring operational expenses are covered. However, the current ratio has increased from 4.12 (2024) to 4.25 (2025) and is projected to drop to 3.92, indicating reduced liquidity.
- Capital Expenditure: decreased from R80.9 million (2024) to R72.5 million (2025), showing a continued focus on infrastructure investment.
- Revenue Collection: The collection rate dropped significantly in 2024 (52%) compared to 77% in both 2023 and projections, but subsequently Improved owed to the debt recovery strategies implemented.
- Remuneration Costs: Staff and councillor salaries continue to rise, reaching R106.6 million in 2025 from R103.6 million in 2024, raising concerns about operational expenditure sustainability.
- Budget & Grant Dependency: The budget remains funded, and conditional grants are cash-backed, but grant dependency decreased slightly to 68% from 72% in 2024, signaling a small improvement in financial independence.

6.7. MUNICIPALITY FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY: SWOT ANALYSIS

The municipality demonstrates several strengths in financial management, including established revenue policies, a functional SAMRAS financial system, trained personnel, and digital payment solution. However, significant weaknesses persist, particularly in revenue under-collection, over-reliance on grants, and stagnant income due to non-cost-reflective tariffs. The supply chain management function shows compliance with policies and e-tendering processes but suffers from inefficiencies due to poor document management and departmental delays. Asset management maintains GRAP-compliant registers but faces challenges with vacant land costs and vehicle shortages. Expenditure controls are in place, though rising security costs and poor interdepartmental coordination create inefficiencies. Budgeting aligns with IDPs but suffers from unrealistic projections and capital underspending.

Opportunities exist to strengthen financial viability through implementing debt management systems, digitizing SCM processes, optimizing assets, and enhancing cost containment measures. However, the municipality faces substantial threats including ratepayer resistance to payments, supplier collusion, vandalism risks, and potential grant funding reductions. Natural disasters and legislative changes present additional external risks that could strain municipal finances. To address these challenges, the municipality must prioritize revenue enhancement initiatives, improve procurement efficiency, optimize asset utilization, and strengthen budgetary controls while fostering greater interdepartmental collaboration and compliance enforcement. The path to improved financial sustainability will require balancing these strategic priorities against the constrained resource environment and external pressures facing local government finances.

The table below is a detailed analysis of each key focus areas and related objectives:

SWOT ANALYSIS: FINANCIAL MANAGEMENT AND FINANCIAL VIABILITY	
STRENGTHS	**OPPORTUNITIES**
Revenue management: ☞ Revenue management policies and by laws are in place. ☞ Policies to be reviewed and approved with budget ☞ Financial management system in place (SAMRAS). ☞ Minimum human resource requirement in place. ☞ Consolidated Valuation roll is in place. ☞ Attorneys to assist with revenue collection has been appointed ☞ Speed points for payment of rates and other services ☞ Trained revenue officials to meet minimum requirements. **Supply Chain Management:** ☞ Updated policies are in place and implemented to ensure compliance with SCM Regulations. ☞ Supply Chain Management Procedure manual is in place. ☞ Web based SCM module used for quotations processing. ☞ Contract Management Policy is in place. ☞ Implementation of E- tender ☞ Properly constituted Bid committees are in place. ☞ Participation on ongoing quarterly awareness to local business forums. ☞ Participation to treasury transversal contract ☞ Contract Register is in place and being monitored on a monthly basis **Asset and Fleet Management** ☞ Policies are in place and implemented.	**Revenue management:** ☞ Review of the revenue enhancement strategy to identify new sources of income. ☞ Implementation of client citizen portal ☞ Implementation of Debt Management System ☞ Participation of Leadership and Management in revenue collection ☞ Migration of server/hardware based modules to web based. **Supply Chain Management:** ☞ Implementation of cost containment measures ☞ Implementation of web SCM Module for tenders. ☞ Implementation of SCM infrastructure policy. ☞ Implementation of an electronic bidding process. **Asset and Fleet Management** ☞ Disposal or development of available municipal land.

☞ GRAP compliant asset register is in place with monthly reconciliations. ☞ Asset verifications are performed. ☞ Insurance and vehicle tracking system in place. ☞ Asset Management committee in place. **Expenditure Management** ☞ Policies are in place and implemented. ☞ SAMRAS expenditure module is in place. ☞ Online banking system in place. ☞ Access controls in place for SAMRAS. ☞ Effective manual document management system in place. ☞ Compliance with MFMA payment requirements (within 30 days). ☞ Adequate human resources. ☞ Bi-annual verification of employees **Budget & Financial Reporting** ☞ Budget policies are in place and implemented. ☞ SAMRAS budget module is in place. ☞ Budget is aligned to the IDP and procurement plan. ☞ MFMA compliant. ☞ Support from Provincial Treasury and COGTA. ☞ Monthly reconciliations are prepared for all units.	☞ Disposal of old or redundant assets. ☞ The use of updated technology for barcoding and verification of assets. ☞ Allow interns to drive in cases where vehicles are available but there are no drivers. ☞ Procurement of online trip authorization system. ☞ Implementation of Asset Module **Expenditure Management** ☞ Implementation of electronic document management system. ☞ Attendance of payroll and VAT trainings organized by SARS and other relevant stakeholders. ☞ Migration of server/hardware based modules to web based. **Budget & Financial Reporting** ☞ Preparation of quarterly financial statements. ☞ Continuous capacity building on preparation of Budget and financial statements/ reporting requirements. ☞ Clean Audit Opinion
WEAKNESSES	**THREATS**
Revenue management: ☞ Under collection of billed revenue ☞ No in-house legal unit ☞ Lack of benchmarking and research on revenue management with other municipalities ☞ Reliance on manual processes ☞ Lack of coordination with other units ☞ Lack of revenue collection on bill boards	**Revenue management:** ☞ Lack of willingness of ratepayers to pay. ☞ Non-payment for services by government departments.

☞ Lack of communication with our customers ☞ Lack of cost reflecting tariffs ☞ High dependency on grants and stagnant revenue	
Supply Chain Management: ☞ Shortage of documents storage space in contract management unit and SCM. ☞ Ineffective implementation of procurement plan which results in underspending of budget ☞ Above 0% UIFWE ☞ Poor archiving of SCM documents, payment vouchers and receipts. ☞ Poor compilation and checking of documents before approval by BSC and advertisement ☞ Non-cooperation by end user department about contracts approaching expiry dates. ☞ Non adherence of end-users with procurement plan which results in delays of SCM processes. ☞ Non-cooperation by end user department which results in delays on finalization of SCM processes ☞ Non-adherence to bid committee calendar. ☞ Late submission of approved invoices by user departments ☞ Signing of variation orders without proper consultation.	**Supply Chain Management:** ☞ Collusion of service providers to inflate prices (cartels). ☞ Collusion by services providers with municipal officials. ☞ Suppliers not keeping abreast of the latest legislative developments.
Asset and Fleet Management ☞ Vacancies within the asset and fleet management units (one official) ☞ Surplus of residential vacant municipal land, currently attracting ongoing grass cutting maintenance and valuation expenses. ☞ Shortage of space for returned assets ☞ Shortage of vehicles, plant & machinery to deliver services ☞ Shortage of resources to monitor vehicles after hours. ☞ Non-adherence to Fleet and Asset Management Policies	**Asset and Fleet Management** ☞ Litigation against the municipality due reckless and negligent driving. ☞ Natural disasters with negative impact on municipal assets ☞ Inadequate security for assets (movable and immovable) within the community and related vandalism. ☞ Inadequate insurance cover

☞ Shortage of officials to monitor vehicles on other sites. ☞ Lack of implementation of consequence management processes. ☞ Shortage of mechanic skills and workshop to do minor services. ☞ Shortage of municipal car wash	
Budget and Financial Reporting	**Budget and Financial Reporting**
☞ Incorrect use of other votes/commodity codes ☞ Unrealistic budgeting ☞ Lack of monitoring of provisional costs and shadows ☞ Underspending of capital budget (below 85%) ☞ Reliance on Finance system vendor to address minor errors ☞ Shortage of UPS to avoid loss of data when there is loadshedding. ☞ Ongoing reliance on reserves to fund capital budget ☞ Lack of cooperation by ender user departments on submission of reports and requested information from BTO. ☞ Shortage of resources to meet demands as a result of introduction of multiple systems by Department of Treasury.	☞ Decrease on grant funding
Expenditure Management Unit	**Expenditure Management Unit**
☞ Non-implementation of unclaimed monies policy ☞ Lack of confidentiality during the attendance of queries by Payroll Unit due to shortage of space. ☞ Lack of communication within departments which results on delays on payment of suppliers. ☞ Escalation of employee related costs and operating expenditure. ☞ Ongoing increase on security services costs. ☞ Ineffective communication between Payroll and HR (timely communication of pertinent payroll information). ☞ Lack of leave management module. ☞ Non-adherence to the spirit or objectives of cost containment measures.	☞ Ongoing increase on fuel ☞ Changes on legislations which will have a negative effect on expenditure/cash flow for the municipality.

Table 62: Financial Viability and Financial Management SWOT Analysis

6.7.1. KEY CHALLENGES

The Situational Analysis provided a comprehensive assessment of the municipality's current financial viability and financial management. It highlights key performance trends, service delivery constraints, and systemic weaknesses affecting municipal effectiveness. In line with this assessment, the analysis concludes in the acknowledgement of the Key Challenges, which represent the most critical issues requiring strategic intervention by the municipality:

Firstly, the municipality continues to face significant inadequacy relating to financial sustainability, which is compounded by highly grant dependency**,** high levels of debt owed to the Municipality**,** and non-cost reflective tariffs. These conditions place continued pressure on the municipality's revenue base and cash flow position, limiting its ability to fully fund service delivery obligations. In addition, changing economic circumstances further affect the municipality's ability to maintain a stable and predictable revenue stream, thereby increasing financial vulnerability and reliance on external funding sources.

Secondly, the municipality experiences challenges in identification and verification of indigent households, which affects the accuracy of indigent registers, rebate and subsidy allocations. This is further compounded by weaknesses in data collection and accuracy of the information collected (B2B)**,** as well as the need for improved documentation and record keeping. These gaps increase the risk of revenue leakage, incorrect billing, and misallocation of indigent support, thereby undermining revenue integrity and equitable service provision.

Thirdly, the municipality continues to experience procurement and contracting delays, as well as delays in acquisition of goods and services negatively affect service delivery. These challenges are further driven by delays from departments in submitting projects that need to be implemented in the procurement plan. In addition, incomplete or inaccurate documentation contributes to further delays in processing and payment of creditors. Collectively, these inefficiencies slow down project implementation, affect budget spending, and negatively impact service delivery outcomes.

Fourthly, the municipality is affected by incomplete or inaccurate documentation**,** which results in delays in payment processes where creditor invoices or supporting documents are missing or contain errors. Weaknesses in improved documentation and record keeping systems also limit the municipality's ability to maintain accurate and up-to-date records of debts owed,

including debtor information and payment histories. These deficiencies increase administrative inefficiencies, weaken internal controls, and elevate audit and compliance risks.

Lastly, the municipality continues to experience delays from departments in submitting projects that need to be implemented in the procurement plan, reflecting broader coordination and planning inefficiencies. These gaps affect alignment between planning, budgeting, and implementation processes, resulting in delayed service delivery and reduced efficiency in project execution. Strengthening internal coordination mechanisms is essential to ensure timely submission, approval, and implementation of planned municipal projects.

C.7. GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

7.1. INTRODUCTION

Situational Analysis – Integrated Development Plan

The Good Governance and Public Participation Key Performance Indicators are implemented across all municipal departments. Priority areas under this KPA include:

- Integrated Development Plan (IDP)
- Performance Management System (PMS) and Back to Basics Programme
- Public Participation and Ward Committees
- Communication
- Intergovernmental Relations Unit
- Internal Audit
- Risk Management

Integrated Development Plan (IDP)

The 2026/2027 IDP represents the review of the 5th Generation IDP, developed internally. The draft IDP will be tabled before Council by **31 March 2026** for noting, and formally approved by **31 May 2026**. This strategic plan is guided by the IDP Framework and Process Plan.

Public participation mechanisms are central to the IDP review process. These include the IDP, PMS and Budget Representative Forum, ward engagement sessions, and IDP/PMS/Budget Roadshows. In 2025, the municipality conducted one round of IDP/Budget/SDF and SDBIP Roadshows to update the public on budget progress and implementation of 2025/2026 IDP projects.

First Round of IDP/Budget Roadshows (2025)

Date	Stakeholder	Venue	Time
Tuesday, 30 September 2025	Ward Committees	Bulwer Community Services Centre	10h00
Tuesday, 14 October 2025 (Day 1)	Zone 1: Wards 1, 2, 3, 4	Stepmore Community Hall – Ward 1	11h00
Wednesday, 15 October 2025 (Day 2)	Zone 2: Wards 5, 6, 7, 8, 14, 15	Bazini Community Hall – Ward 8	11h00
Thursday, 16 October 2025 (Day 3)	Zone 3: Wards 9, 10, 11, 12, 13	Mangwaneni Community Hall – Ward 11	11h00
Tuesday, 14 October 2025 (Day 2)	Underberg & Himeville Stakeholders: Ratepayers, Residents Associations, Taxi Associations, Farmers	Mountainview B&B: Underberg	17h00

Date	Stakeholder	Venue	Time
	Associations, Business Associations, Informal Traders Associations		
Wednesday, 15 October 2025 (Day 3)	Creighton Stakeholders: Ratepayers & Residents Associations, Taxi Associations, Farmers Associations, Business Associations, Informal Traders Associations	Creighton Municipal Council Chamber	17h00
Thursday, 16 October 2025 (Day 4)	Bulwer & Donnybrook Stakeholders: Ratepayers, Residents Associations, Taxi Associations, Farmers Associations, Business Associations, Informal Traders Associations	Bulwer CSC Council Chambers	17h00
Thursday, 09 October 2025 (Day 5)	Amakhosi (Traditional Leaders and Izinduna)	Bulwer Community Services Centre	10h00
Thursday, 06 November 2025	Underberg & Himeville Taxi Association	Dr NDZ LM: Himeville Offices	10h00

Second Round of IDP/Budget Roadshows (2026/27)

Stakeholder	Date	Venue	Time
Members of Public: Zone 1 (Wards 1, 2, 3, 4)	14 April 2026	Zidweni Commnunity Hall	11h00
Members of Public: Zone 2 (Wards 5, 6, 7, 8, 14, 15)	15 April 2026	Gobhogobho Community Hall	11h00
Members of Public: Zone 3 (Wards 9, 10, 11, 12, 13)	16 April 2026	Masameni Community Hall	11h00
Creighton Stakeholders	15 April 2026	Creighton Council Chambers	17h00
Bulwer/Donnybrook Stakeholders	16 April 2026	Bulwer CSC	17h00
Underberg & Himeville Stakeholders	14 April 2026	Underberg Community Hall	17h00

Oversight Reporting

The following table depicts the dates on which **2025/2026 performance reports** were tabled to oversight structures:

No.	Type of Performance Report	Oversight Structure	Date
1	2025/2026 Quarter 1 Performance Report	Executive Committee, Council, APAC	24 Oct 2025; 30 Oct 2025; 24 Nov 2025
2	2025/2026 Mid-Year Performance Report	Executive Committee, Council, APAC	22 Jan 2026; 25 Jan 2026; TBC
3	2024/2025 Quarter 3 Performance Report	Executive Committee, Council, APAC	15 May 2025; 29 May 2025; 06 Jun 2025
4	2024/2025 Annual Performance Report	Executive Committee, Council, APAC	26 Aug 2025; 29 Aug 2025; 13 & 26 Aug 2025

The municipality adheres to all legal prescripts regarding planning, reporting timelines, development, submission, and publication of performance information. This includes the **SDBIP, quarterly reports, mid-term performance assessments, annual reports, oversight reports, and Section 56 performance agreements**.

Performance Assessments

No.	Type of Performance Assessment	Date	Status
1	2025/2026 Quarter 1 Informal Performance Assessments	01 Dec 2025	Conducted
2	2025/2026 Mid-Year Performance Assessments	Before 31 Mar 2026	Not yet conducted
3	2024/2025 Quarter 3 Informal Performance Assessments	26 May 2025	Conducted
4	2024/2025 Annual Performance Assessments	Dec 2024	Conducted
5	2024/2025 Quarter 1 Informal Performance Assessments	17 Sep 2025	Conducted

Senior Managers' Performance Assessments

The following members serve as panelists in the Senior Managers' Performance Assessments:

Initials & Surname	Designation	Organisation
Cllr P.S. Msomi	Chairperson / Mayor	Dr NDZ Local Municipality
Cllr K.A. Radebe	Deputy Mayor: Chairperson of PWBS Committee	Dr NDZ Local Municipality
Cllr S.H. Mlibeni	Exco Member: Portfolio Head: Community and Social Services Committee	Dr NDZ Local Municipality
Mrs N. Mkhize / Miss T. Gcume	Ward Committee Members	Ward 3: Dr NDZ LM
Cllr S.G. Mkhize	Corporate Services Committee Member	Dr NDZ Local Municipality
Mr N.C. Vezi	Municipal Manager	Dr NDZ Local Municipality

Initials & Surname	Designation	Organisation
Mr A. Gonzalves	Chairperson: Audit & Performance Audit Committee	Audit & Performance Audit Committee
Mr M.E. Mkhize	Municipal Manager	Ubuhlebezwe Local Municipality

Back to Basics Principles

The following **Back to Basics principles** have been institutionalized within the Performance Management Framework. IDP Objectives (Section D) and the SDBIP (Section G) are aligned to these principles:

- Putting People First
- Delivering Basic Services
- Good Governance
- Sound Financial Management
- Building Capacity

Service Delivery Improvement Plan (SDIP)

The municipality used the upcoming IDP/Budget Roadshows to develop the Service Delivery Improvement Plan (SDIP). An assessment was conducted based on community requests, focusing on three priority services. The SDIP was then developed around these concerns:

1. Gravel roads construction, maintenance and installation of storm-water pipes
2. Aerial connection for cellphone & wifi
3. Local Economic Development programmes: job creation

It must be noted that due to insufficient budget, the municipality could not conduct a formal community satisfaction survey on service delivery issues.

Customer Care and Complaints Management

The **Batho Pele / Customer Care Policy** is reviewed annually, alongside other municipal policies. The **Municipal Service Charter** is also in place and serves as a tool to implement Batho Pele principles.

Currently, the municipality uses a **manual complaints management system** to record, track, and report on service delivery complaints. Reports are prepared bimonthly and presented to the Corporate Support Services Committee for oversight.

Complaints are received through:

- Walk-ins
- Email
- Telephone
- Facebook
- WhatsApp

- Ward Committees

Public Participation and Ward Committees

The **Public Participation Policy** and **Ward Committee Policy** were approved by Council on **31 May 2025**. These policies regulate community involvement in municipal affairs and were workshopped with Councillors during the Induction Programme held from **6–11 December 2021**.

Ward Committees have actively participated in municipal programmes during the 2024/25 and 2025/26 financial years, ensuring that community voices are integrated into governance processes.

Establishment of the Interfaith Committee

The Premier of KwaZulu-Natal, in collaboration with the Department of Cooperative Governance and Traditional Affairs (CoGTA), emphasized the importance of strengthening partnerships between government, community structures, and interfaith organizations. This aligns with the **Intergovernmental Relations Framework Act, No. 13 of 2005**, which promotes cooperative governance, and the **District Development Model (DDM)**, which advocates for a "One District, One Plan" approach.

On **11 September 2025**, Dr. NDZ Local Municipality convened an **Interfaith Engagement Session** at Bulwer Community Services Centre. The session was attended by religious leaders across denominations, and an **Interfaith Committee** was formally established.

Elected Office Bearers:

- Chairperson: Rev. Z.C. Zuma
- Deputy Chairperson: Rev. E. Ntuli
- Secretary: Lady Bishop S. Sithole
- Deputy Secretary: Pastor P. Memela
- Organizer: Rev. Fr. D.V. Dlamini
- Additional Members: Mshumayeli F. Mncwabe, Rev. N.M. Mhaleni, Rev. T.W. Mkize, Rev. N.C. Dube

The committee serves as a platform to foster unity, moral regeneration, and collaboration between the faith sector and the municipality in service delivery and social cohesion initiatives.

Link to District Structures: The local committee acts as a feeder and representative body to the **Harry Gwala District Interfaith Committee**, ensuring Dr. NDZ LM is adequately represented in the broader district forum.

Public Participation Municipal Programmes Attended by Ward Committees

Item No.	Participation of Ward Committee Members in Municipal Public Participation Programme	Date & Venue
1	Verification of files of Ward Committees for Quarter 4 of 2024/2025 financial year	07 Jul 2025; Johannes Phumlani Phungula Council Chamber

Item No.	Participation of Ward Committee Members in Municipal Public Participation Programme	Date & Venue
2	Closing 1.1 Million HIV Treatment Gap Campaign Launch	05 Aug 2025; Junction Hall, Ward 14
3	District Public Participation Forum Meeting	16 Jul 2025; Harry Gwala Disaster Centre, Ixopo
4	Ward Committee Meeting	08 Sep 2025; Bhambatha Hall, Ward 9
5	Ward Committee Meeting	09 Sep 2025; Seaford Hall, Ward 13
6	Ward Committee Meeting	11 Sep 2025; Mkhazini Hall, Ward 8
7	Launch of the Local Interfaith Forum	19 Sep 2025; Bulwer CSC Council Chamber

Intergovernmental Relations and District Development Model Meetings

The municipality actively participates in intergovernmental relations (IGR) and District Development Model (DDM) structures, ensuring alignment of programmes and cooperative governance across spheres of government.

On **31 July 2025**, the Governance, State Capacity, and Institutional Development Cluster chaired by Mr N.C. Vezi convened via Microsoft Teams, with Mr J. Sondezi representing Dr. NDZ Local Municipality.

On **6 August 2025**, the Planners Forum, Infrastructure Forum, and Economic Cluster met at Harry Gwala District Municipality Council Chamber. Representatives from Dr. NDZ LM included Mrs T. Dawe, Mr V. Mngadi, Mr Z. Dlamini, Mr Mazibuko, and Mrs N.N. Vakalisa.

The Technical and Social Clusters did not convene during Quarter 1 of the 2025/2026 financial year.

The **Political Hub Forum** met on **9 August 2025** and again on **18 September 2025** at Harry Gwala Council Chambers. Attendees from Dr. NDZ LM included Mayor Cllr P.S. Msomi, Municipal Manager Mr N.C. Vezi, Mr Mtungwa, Mrs N.N. Vakalisa, and Mr J. Sondezi.

The **Justice Cluster** convened at Ubuhlebezwe Local Municipality Council Chambers, with Mr W. Dlamini representing Dr. NDZ LM.

The **District Communicators Forum** met on **10 September 2025** at Makhosini Royal Fun, Underberg, attended by Communications Unit officials from Dr. NDZ LM.

The **Local Government Communicators Forum** convened on **18–19 September 2025** at ICC Arena, Durban, with Mrs N.N. Vakalisa representing Dr. NDZ LM.

Communications Programmes

The municipality employs multiple communication channels to engage with the public:

- Municipal library
- Online newsletters
- Postal notices to organized groups
- Local newspapers and radio broadcasting
- Website updates
- Traditional leadership structures meetings
- IDP and Budget Roadshows
- Council meetings

The Communications Unit has been strengthened with the appointment of a **Principal Clerk: Communications**, responsible for managing social media pages, updating the website, and drafting bi-annual newsletters.

Planned outreach includes **eight radio slots** and **two TV slots** to showcase municipal programmes and events.

The **Communication Strategy, Public Participation Policy, Customer Care Policy, and Ward Committee Policy** were developed internally and approved by Council on **31 May 2025**. The Communication Strategy emphasizes external communication methods such as radio slots, newsletters, pamphlets, loud hailing, and social media.

In 2025 alone, **240 articles** were published across newspapers, radio stations, Facebook, WhatsApp, and TikTok. A quarterly newsletter is being finalized for distribution during upcoming IDP/Budget Roadshows.

Public Participation Municipal Programmes Attended by Ward Committees

Item No.	Participation of Ward Committee Members in Municipal Public Participation Programme	Date & Venue
1	Planning meeting for IDP Roadshows	03 Oct 2025; Creighton Council Chambers
2	Planning meeting for Integrated Prayer and Multi-disciplinary Roadblock	09 Oct 2025; Bulwer CSC, Ward 10
3	Provincial Launch of the 2025/26 Multi-Planting Season	10 Oct 2025; Enhlanhleni Sports Ground, Ward 2
4	Second Planning Meeting for IDP Roadshows	13 Oct 2025; Creighton Council Chambers
5	Commemoration of Senior Citizens Day	17 Oct 2025; Nkwezela Hall, Ward 9
6	Matric Prayer	17 Oct 2025; Pholela Special School, Ward 10
7	OSS House Handover	17 Oct 2025; KwaGaye Location, Ward 11
8	Verification of Ward Committee Files for Quarter 1 of 2025/2026	21 Oct 2025; Umzimkhulu Local Municipality Council Chambers

Item No.	Participation of Ward Committee Members in Municipal Public Participation Programme	Date & Venue
9	Induction of the Local Interfaith Structure	21 Oct 2025; Bulwer CSC Council Chambers
10	Prayer and Roadblock Session	30 Oct 2025; R617 Road, Xosheyakhe Area, Ward 10
11	Official Opening of Ngudwini River Bridge	07 Nov 2025; Sandanezwe Sports Field, Ward 15
12	Sod Turning of Ndlangisa Pedestrian Bridge	18 Nov 2025; Ward 5
13	Sod Turning of Jackson Street Causeway Bridge	18 Nov 2025; Ward 10
14	Commemoration of Disability Day	20 Nov 2025; Venue TBC
15	Combined Ward Committee Quarterly Meeting	27 Nov 2025; Bulwer Town Hall

Intergovernmental Relations Forums

Intergovernmental relations with most sector departments remain relatively strong, particularly through the **Local Aids Council**. However, there is room for improvement within the Harry Gwala District Municipality, especially in planning and budget alignment of programmes and projects.

The municipality has a dedicated IGR official, and quarterly reports are presented to Council as per the IDP assessment by the MEC: CoGTA. The Public Participation Office compiles reports on the participation of political office bearers, senior managers, middle managers, and other officials who are members of the District Development Model (DDM). These reports indicate the number of meetings attended on a quarterly basis.

The municipality participates in the following IGR/DDM cluster structures at district and provincial levels:

- Premier's Coordination Forum (PCF) – Provincial Level, coordinated by the Office of the Premier
- Mayors Forum
- Municipal Managers Forum
- Speakers Forum
- Infrastructure Development Forum
- District Area Finance Forum
- Corporate Services Forum
- Communications Forum
- District and Provincial Public Participation Forum

Transparency and Accountability Measures

To enhance transparency and accountability, the Communications Unit has issued several articles and public information notices across various media platforms, including community radio, newspapers, and social media. These efforts ensure that municipal programmes, events, and service delivery updates are widely communicated to residents.

In 2025 alone, **240 articles** were published across newspapers, radio stations, Facebook, WhatsApp, and TikTok. The municipality is finalizing a newsletter for the previous quarter, which will be distributed during upcoming IDP/Budget Roadshows.

FUNCTIONALITY OF WARD COMMITTEES

The verification by Cogta on the functionality of Ward Committees was held on 07 August 2025 and the results are as follows:

DR NKOSAZANA DLAMINI ZUMA MUNICIPALITY WARD COMMITTEE VERIFICATION RESULTS

PERIOD: JANUARY– MARCH 2025 – BASED ON PROVINCIAL WC FUNCTIONALITY CRITERIA

DISTRICT	Name of Municipality	Number of wards	No of functional wards	% functional wards	Functional wards	No of non-functional wards	% non-functional wards	Reasons for non-functionality
HARRY GWALA	JP Phungula	14	14	100%	All wards	0	0%	Evidence presented in all indicators in terms of all wards
	Greater Kokstad	10	10	100%	All wards	0	0%	Evidence presented in all indicators in terms of all wards
	uMzimkhulu	22	22	100%	All wards	0	0%	Evidence presented in all indicators in terms of all wards
	Dr. NDZ	15	15	100%	All wards	0	0%	Evidence presented in all indicators

DISTRICT	Name of Municipality	Number of wards	No of functional wards	% functional wards	Functional wards	No of non-functional wards	% non-functional wards	Reasons for non-functionality
								in terms of all wards
TOTAL		**61**	**61**	**100%**	**61 wards functional**	**0**	**0%**	

Date verified: 07 August 2025

DR NDZ MUNICIPALITY WARD COMMITTEE FUNCTIONALITY REPORT – APRIL TO JUNE 2025

HARRY GWALA DISTRICT WARD COMMITTEE VERIFICATION REPORT PERIOD: APRIL– JUNE 2025 – BASED ON PROVINCIAL WC FUNCTIONALITY CRITERIA

Date verified: 04 to 29 August 2025

APP INDICATOR: NUMBER OF MUNICIPALITIES SUPPORTED TO MAINTAIN FUNCTIONAL WARD COMMITTEES

COMMUNITY FEEDBACK MEETINGS CONVENED BY COUNCILLORS IN EACH WARD

DISTRICT	Name of Municipality	Number of wards	No of community feedback meetings held	No of wards where community meetings were held	Wards where councilors convened community feedback meetings	Percentage of wards which convened meetings
HARRY GWALA	JP Phungula	14	29	14	All wards	100%
	Greater Kokstad	10	15	10	All wards	100%
	uMzimkhulu	22	37	22	All wards	100%
	Dr. NDZ	15	33	15	All wards	100%
TOTAL		61	114	61	61 wards convened meetings	100%

Date verified: 21 October 2025

APP INDICATOR: NUMBER OF MUNICIPALITIES SUPPORTED TO MAINTAIN

DISTRICT	Name of Municipality	Number of wards	No of functional wards	% functional wards	Functional wards	No of non-functional wards	% non-functional wards	Reasons for non-functionality
HARRY GWALA	JP Phungula	14	12	86%	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12 & 14,	2	14%	Ward 5 – 2WC meetings held Ward 13 – 1WC meeting attendance register tempered with – not considered
	Greater Kokstad	10	10	100%	All wards	0	0%	Evidence presented in all indicators in all wards
	uMzimkhulu	22	22	100%	All wards	0	0%	Evidence presented in all indicators in all wards
	Dr. NDZ	15	15	100%	All wards	0	0%	Evidence presented in all indicators in all wards
TOTAL		61	59	97%	59 wards functional	2	3%	

FUNCTIONAL WARD COMMITTEES
COMMUNITY FEEDBACK MEETINGS CONVENED BY COUNCILLORS IN EACH WARD

DISTRICT	Name of Municipality	Number of wards	No of community feedback meetings held	No of wards where community meetings were held	Wards where councilors convened community feedback meetings	Percentage of wards which convened meetings
HARRY GWALA	JP Phungula	14	23	14	All wards	100%
	Greater Kokstad	10	20	10	All wards	100%
	uMzimkhulu	22	35	22	All wards	100%
	Dr. NDZ	15	26	15	All wards	100%
TOTAL		61	104	61	61 wards convened meetings	100%

The IDP Representative Forum

The municipality convened the Local IDP Representative Forum on 26 February 2025 whereby the following government departments were present:

1. Department of Health
2. Department of Social Development
3. Department of Cooperative Governance and Traditional Affairs (Cogta)
4. SASSA
5. Department of Economic Development Tourism and Environmental Affairs

The draft IDP for 2026/27 financial year was presented together with the schedule of IDP/Budget Roadshows.

The Local Aids Council

This Committee is chaired by the Mayor and its meeting for Quarter 3 of 2025/26 was held on 18 March 2026 at the Bulwer CSC with the representatives from local offices of Sector Departments.

MUNICIPAL RAPID RESPONSE

- The Municipal Rapid Response Team was held on 08 September 2023 and 08 December 2023 and the two items were discussed: Donnybrook CBD land issue. There was no service delivery related protest that took place during the quarter.

BID COMMITTEE SYSTEM

The bid committee system for competitive bids is functional within the Municipality. The bid committee system includes a Bid Specification, Bid Evaluation, and a Bid Adjudication committee.
These committees have been properly constituted and duly appointed and delegated to ensure that the roles and responsibilities of each committee are properly executed.

All procurement of goods and services above R 300 000.00, long-term contracts and Transversal contracts were approved by the bid committee system.

Awards through bid committee system and formal written price quotations above R 300 000.00 in terms of the SCM policy for 2024/2025 & 2025/26 financial year.

BID COMMITTEE MEMBERSHIP

BID QUOTATIONS COMMITTEE

No.	Designation	Member Status
1.	PMU Manager	chairperson
2.	HR Officer	Member
3.	Senior SCM Clerk-Demand	Member

BID SPECIFICATION

No.	Designation	Member Status
1.	PWBS- Manager	Chairperson
2.	SCM Officer-Demand	Member
3.	Manager protection services	Member
4.	Assistant manager Auxiliary services	Member
5.	Senior Tourism officer	Member

BID EVALUATION COMMITTEE

No.	Designation	Member Status
1.	Housing Officer	Chairperson

2.	SCM Officer	Member
3.	Manager Assets	Member
4.	Environmental Officer	Member
5.	Revenue Accountant	Member

BID ADJUDICATION COMMITTEE

No.	Designation	Member Status
1.	CFO	Chairperson
2.	SCM Manager	Member
3.	Senior Manager-PWBS	Member
4.	Senior Manager-Development Town Planning	Member
5.	Senior Manager-Corporate Services	Member
6.	Senior Manager-Community Services	Member

Below are the key issues that were identified during MEC IDP Assessment and how the municipality is intending to address them.

Table 93: IDP Action Plan on MEC Assessments

DR NKOSAZANA DLAMINI- ZUMA LOCAL MUNICIPALITY IDP ACTION PLAN ON MEC ASSESSMENTS 2025/2026					
Key Performance Area	**MEC Findings**	**Responsible Person**	**Due Date**	**Actions to be undertaken and Progress Made**	**Evidence**
2.1 KPA: Municipal Transformation and Institutional Development Development of Human Resource Strategy and Plan, and filling of vacant posts .	(a)The Manager: Corporate Services is encouraged to address the following: The municipality is acknowledged for effectively addressing this Key Performance Area (KPA). Recognition is given for the successful filling of all critical posts, as well as for the adoption of all key human resource-related policies. The municipality is commended for employing persons living with disabilities (currently seven employees). The municipality is encouraged to increase to increase this portion in line with national directives. The municipality should note that cabinet approved the request by the Department of Women, Youth and Persons Living with Disabilities to increase the minimum target of 2% to 3% for the 2024/2025 financial year and continue with annual increment of 1% until a minimum employment equity target of 7% is reached by 2030. The Department of Employment and Labour has recently gazetted the Employment Equity Amendment Act 2025, effective 10 April 2025, which introduces a new disability employment target of 3%. Government Institutions are required to implement this employment equity target.	Senior Manager: Corporate Services -Mr S.J Sondezi	13 February 2026	The comment is hereby noted and the Municipality has reached its 3% minimum target as gazetted in the Employment Equity Amendment Act 2025, effective 15 April 2025 No. 52514	Amended Employment Equity Act

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
2.2 Local Economic Development Development of LED policies, job creation through LED projects & support to Co-ops & SMME Support	The municipality is commended for its proactive approach in continuously identifying and targeting private sector (non-government) funding to support the implementation of prioritised Local Economic Development (LED) projects. The municipality is encouraged to strengthen its efforts by measuring the impact of support provided to vulnerable groups. Implementing evidence-based strategies and monitoring their outcomes will ensure that interventions addressing youth unemployment are both effective and targeted, thereby maximizing social and economic benefits. The Municipality is encouraged to develop a comprehensive revenue enhancement strategy, inclusive of a robust revenue collection plan. Regular monitoring of its implementation will support efforts to increase rateable areas, attract investment, and facilitate the retention and expansion of local businesses, thereby contributing to the financial sustainability and economic resilience of the municipality.	Senior Manager: Development and Planning	13 February 2026	The municipality is going to do a mentorship and coaching programme for local businesses to create sustainable job creation. The municipality is putting measures in place to ensure that all local businesses have business licences. Introduction of business licences for informal traders in order to increase revenue base. Collection of revenue from municipal commercial facilities and other potential areas to enhance revenue will be explored and will be included in the Revenue enhancement strategy.	Comprehensive revenue enhancement strategy

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
Basic Service Delivery	The municipality is encouraged to include maps illustrating the water and sanitation projects be listed across the five-year planning horizon, aligned with the Infrastructure Delivery Management System (IDMS) phases as required by National Treasury. This will enhance project alignment, strengthen implementation, and support effective monitoring and reporting. The Municipality is commended for complying with the transport infrastructure requirements, demonstrating its commitment to maintaining and developing essential transport services. It is, however, encouraged to prioritize the development of the Local Integrated Transport Plan	Manager: Public Works and Basic Services- Mr S. Mngadi	13 February 2026	Engagements with the District Municipality for maps illustrating water and sanitation projects for inclusion the draft 2026/27 IDP. The municipality is in a process to develop the LITP and terms of reference had been developed for the appointment of a suitable service provider within the 2026/27 financial year. The Department of Transport has been engaged for their inputs thereon.	Map illustrating Water and Sanitation projects Terms of Reference for Local Transport Plan

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	which will further strengthen strategic planning, coordination, and sustainable mobility within the municipality. The municipality is encouraged to list both existing and planned housing projects, clearly reflecting the housing needs and initiatives of both the public and private sectors within the IDP and SDF. It is also recommended that spatial representations be included to indicate the locations of human settlement projects. Additionally, attention should be given to correcting the document's page numbering to improve clarity and usability. The municipality is encouraged to update the Integrated Waste Management Plan (IWMP) to ensure that waste management strategies and interventions remain current, effective, and aligned with regulatory requirements. Regular updates will support improved service delivery, environmental sustainability, and compliance with national standards. The municipality is commended for adequately providing comprehensive information regarding the status, needs, and priorities of community facilities. This thorough reporting reflects a strong commitment to responsive planning and the effective delivery of services to meet community needs. The municipality is encouraged to include supporting maps illustrating the status, backlogs, needs, priorities, and challenges for telecommunications, including broadband. Additionally, it is recommended that the Basic Service Delivery KPA be concluded with a comprehensive SWOT			Planned housing projects clearly reflecting the housing needs and initiatives of the public sector will be reflected in the SDF, IDP and Human Settlement Sector Plan for 2026/27 financial year, however there is minimal human settlement development on private land projects. Numbering on the pages of the IDP will be corrected. A service provider for the review of the IWMP has been appointed and the draft reviewed plan to incorporate these concerns will be included in the draft DP. The municipality will update the maps on telecommunications and broadband	List of both existing and new planned housing projects Update of IWMP Map illustrating status, backlogs, needs, priorities and challenges for telecommunications

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	analysis, alongside the identification of key challenges with clear explanations. These enhancements will strengthen planning, improve clarity, and support informed decision-making for service delivery improvements. The municipality is commended for its commendable efforts in coordinating the delivery of energy to its communities. It is further encouraged to include spatial representations of electricity delivery backlogs, which would provide a more precise and comprehensive understanding of energy service coverage and inform targeted interventions.				
2.4 Financial Viability and Management	The municipality is commended for presenting a well-structured Financial Viability and Management KPA that aligns effectively with the IDP Framework guide. The municipality is furthermore commended for reflecting cohesive integration of data into the final document, demonstrating a high standard of planning and reporting.	Chief Financial Officer: Mr P. Mtungwa	13 February 2026		
2.5 Good Governance and Public Participation	The municipality is again commended for its thorough coverage and reporting on the Good Governance and Public Participation KPA. The municipality is encouraged to provide updated information and more detailed reporting on the membership and functionality of the IDP Steering Committee. Additionally, it is required to include comprehensive information on the participation of Sector Departments, IGR forums, and DDM structure, to enhance transparency, accountability, and the effectiveness of collaborative governance.	Manager: Strategic Support Services- Mrs NN Vakalisa	13 February 2026	The information on the IDP Steering Committee has been updated under the good-governance KPA.	Updated information on IDP Steering Committee membership and functionality

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
2.6 Cross Cutting Issues	2.6.1 The Municipality is commended for correctly using the census 2022 data within the Spatial Development Framework (SDF and ensuring its alignment with the Integrated Development Plan (IDP). This demonstrate a commitment to evidence- Based planning and strengthens the credibility of the development framework. 2.6.2 The Statistics South Africa (Stats SA) acknowledges that Ward-level and economic data are not yet fully available. The municipality is, however, encouraged to utilize the existing Stats SA data to promote comparability and support the rationalisation of resources for equitable allocation. This practice will enhance informed decision-making and strategic planning. 2.6.3 The Municipality is encouraged to ensure all data sources are properly referenced. In response, Stats SA remains committed to providing timely support regarding data queries with a response timeframe of 48 hours. This collaboration is encouraged to enhance the quality, transparency, and reliability of municipal planning. 2.6.4 The Municipality is commended for integrating the Harry Gwala District Climate Change Response Plan into its IDP and SDF, demonstrating a proactive approach to environmental sustainability. The implementation of climate- sensitive initiatives, such as the solar streetlights projects in Donnybrook and Bulwer, reflects the municipality's Commitment to mitigating climate change impacts. Additionally, the municipality is recognised for preparing a draft ecological assessment report, which comprehensively outlines natural assets, identifies environmental threats, and provides well-considered recommendations for sustainable management.	Manager: Development and Planning	13 February 2026		

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	2.6.5 The Municipality is further encouraged to highlight the significant progress made in waste management services within the IDP, ensuring that achievements and planned interventions are well-documented. 2.6.6 The Municipality is encouraged to develop a Strategic Environmental Assessment (SEA) to systematically identify environmental challenges and translate these into targeted strategic interventions, including specific projects and programmes, such as the rehabilitation of degraded land. This approach will strengthen the municipality's environmental planning and contribute to long-term ecological sustainability. 2.6.7 The Municipality is encouraged to establish a dedicated Environmental Management Unit, incorporating a climate change specialist to address climate-related issues and an environmental management inspector to oversee enforcement matters. The implementation of an Environmental Management System is recommended, as it would support the municipality in effectively managing environmental risks on a day-to-day operational basis and mitigating potential impacts on service delivery. 2.6.8 The Municipality is commended for developing a clear and well structured alien plant eradication plan, reflecting proactive environmental management. It is further encouraged to consolidate these initiatives in collaboration with relevant sector departments and to establish time-bound environmental targets and spatial plans that support the creation of green jobs, thereby promoting sustainable development and economic opportunities within the municipality.			Adequate information on waste management will be updated in the 2026/27 IDP as well as in the IWMP The Strategic Environmental Assessment (SEA) will be attached as an annexure to the 2026/27 IDP. The municipality appointed an Environmental Management Officer effectively managing environmental risks on a day-to-day operational basis and mitigating potential impacts on service delivery and a post has been advertised for Waste Management Officer to deal with waste management issues means to establish a dedicated Environmental Management Unit however due to limited resources the municipality is unable to have a fully-fledged unit. The municipality is prioritising this function.	Updated organogram Disaster management sector plan & IWMP

				Two graduates from the Department of Forestry and Fisheries assisting with issues of climate change. The municipality signed an MoU with Working on fire for eradication of alien plants. Another partnership agreement with Institute of Natural Resources to undertake projects on alien plants. The municipality also has partnership with EDTEA and such is reflected in the IDP	
	2.6.9 The municipality is applauded for consistently integrating disaster management information into the IDP and other strategic documents, in compliance with Section 26 of the Municipal Systems Act. It is encouraged to prioritise the allocation of additional resources, including increased budget provisions for disaster management and fire services personnel, to ensure the effective operationalisation of the new disaster management centre.			Comments are noted both units will be strengthened. The municipality will capacitate both disaster management and fire management units in terms of resources in addressing disaster management. The municipality has developed a policy to carter for provision of building material to disaster victims.	

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	2.6.10 The Municipality is commended for the significant work Undertaken in relation to the Spatial Development Plan (SDP) and Capital Investment Framework (CIF), as well as the Spatial Development Framework (SDF) and Capital Expenditure Framework (CEF). The municipality is further applauded for developing a strategic monitoring and evaluation system. It is encouraged to enhance this system to more effectively monitor and evaluate projects and programmes in terms of their contribution to achieving the municipality's vision and strategic objectives. 2.6.11 The Municipality is encouraged to spatially identify its Priority 'Intervention' Areas and to determine appropriate projects and programmes for these area, including associated budgets, as part of an Integrated Implementation Plan, Capital Investment Framework (CIF), and Capital Expenditure Framework (CEF). This approach will enhance strategic focus, resource allocation, and the effective delivery of municipal services.			The comprehensive 2026/27 SDF will address the MEC's findings on CIF,CEF and SDP.	

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	2.6.12 The Municipality is encouraged to further refine the Capital Investment Framework (CIF) and Capital Expenditure Framework (CEF) by clearly identifying and budgeting for projects and programmes. Attention should also be given to incorporating key project management processes and milestones to effectively guide municipal growth and development. 2.6.13 The Municipality is encouraged to establish a robust monitoring and evaluation (M&E) system that effectively tracks the progress and implementation of the Spatial Development Framework (SDF) and Spatial Development Plan (SDP). Such a system would serve as a critical tool to support change management, enhance accountability, and ensure sound reporting on municipal development initiative. 2.6.14 The Municipality is encouraged to take and consider the directive set by the Pietermaritzburg High Court case: Mshengu and others v. Msunduzi Local Municipality and others (2019): which requires a municipality to provide services to farm dwellers. This requirement will need to be built into the municipal IDP and SDF. It is recommended that the municipal planning unit and the municipal technical unit quantify and spatially show the location of farm dwellers and recommend which farm dwellers are to be serviced when, to which standard and when it is anticipated to upgrade the services. 2.6.15 The Municipality is encouraged to refine the matter of Spatial Integration by quantifying the number of residents with land rights and those without.	Manager: Development and Planning	13 February 2026	The municipality notes finding by the MEC on the matter and this will be considered when reviewing the SDF. The municipality will spatially reference farm dwellers both in the SDF and IDP however the municipality is working towards mapping services on farm dwelling. It be noted that the municipality is providing services to farm dwellers where there are agreements between land owners and the municipality. Comments by the MEC are noted and will be incorporated in the review of the SDF for 2027/28 fy	

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	Additionally, a systematic approach to monitor the progress of tenure rights annually and over time should be incorporated into the SDF monitoring and evaluation system. Effective Spatial Integration will support the development of more equitable and integrated settlements, while contributing to social cohesion, economic diversification, and the creation of employment opportunities. 2.6.16 The Municipality is encouraged to map its Priority Intervention Areas and incorporate these into the SDF and SDP. It is further advised to ensure that all projects and programmes are spatially represented. This approach will enhance strategic planning, improve alignment of resources, and facilitate informed decision-making.			Comments by the MEC are noted and have been taken into consideration in the 2026/27 SDF and SDP.	
3.1 Strategic Thrust of the 6 KPAs and the Service Delivery and Budget Implementation Plan (SDBIP)	The Municipality is commended for considering performance and areas of underperformance from the previous performance cycles and including these in its IDP. The Municipality is commended for clearly articulating the alignment between its Goals, Objectives and Strategies. These are further unpacked and structured in accordance with the six KwaZulu-Natal Key Performance Areas (KPA), demonstrating a well-organised and strategic approach to municipal planning and performance management. The municipality is commented for including the 5-year implementation plan as an annexure to the IDP. The plan is fully compliant with the prescribed format outlined in the IDP Guidelines, reflecting adherence to	Manager Strategic Support Services: Mrs NN Vakalisa	13 February 2026	Commendations from the MEC are noted	New information of the KPA will be updated in the 2026/27 draft IDP.

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	statutory requirements and ensuring structured planning for municipal development over the medium term. The Municipality is commended for including the 2025/2026 Service Delivery and Budget Implementation Plan (SDBIP) as an annexure to the IDP. The SDBIP is well-aligned with the Goals, Objectives, and Strategies contained in the IDP, demonstrating coherence between planning and implementation frameworks. The Municipality is commended for providing a clear explanation of how the Performance Management System (PMS) is applied through the proposed monitoring and evaluation methods and procedures. Furthermore, the inclusion of the PMS Policy Framework as an annexure to the IDP reflects a structured and transparent approach to performance management and accountability. The Municipality is commended for incorporating the Back-to-Basics (B2B) Programmes into the IDP and for aligning the B2B Pillars with the Objectives in the SDBIP. This demonstrate a strong commitment to enhancing service delivery, operational efficiency, and strategic alignment between planning and implementation frameworks.				
3.2 Implementation of the District Development Model Program	3.2.3 It is commended that the Municipality endorsed the 2025 Reviewed District One Plan aligned to the IDP review process.			The municipality is actively participating in the DDM structures and DDM and IGR reports are presented to Council on quarterly basis.	Reviewed District One Plan

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
3.2 Alignment of Strategic Plans	The Municipality is commended for adopting the reviewed 2025/2026 IDP aligned to Sector Departmental programmes and projects. The Municipality is encouraged to pursue the sitting of the IDP Representative Forum for the purpose of planning and projects implementation alignment purposes.	Manager: Strategic Support Services- Mrs NN Vakalisa		Government Departments are invited in the strategic planning and quarterly IDP Rep Forums will be held.	
4. Conclusion	4.1. The Municipality is commended on the overall representation of the Good Governance, Municipa Transformation, Strategic Thrust, Financial Management and Viability and LED KPAs. The Municipality is however encouraged to give extra attention to the comments on the Basic Service Delivery KPA, to improve the credibility of the reviewed 2026/2027 IDP even further. Please note that COGTA Business Units and Sector Departments shall be extending a hand of support to guide the review of the 5th Generation IDP and the associated Sector Plans and Policies. 4.2 The Municipality is commended for the proactive inclusion of Traditional Authorities in the Integrated Development Plan (IDP) development process. This inclusive approach ensures meaningful participation and strengthens community representation, aligning with the provision of Section 29(1)(b)(iii) of the Municipal Systems Act (Act 32 of 2000). 4.3 The Province is in the process of finalising the review of the IDP Framework Guide and Assessment Criteria in accordance with Section 37(1) of the Municipal Systems Act which need to be considered when preparing and supporting the municipal integrated development plans.	Manager: PWBS- Mr Mngadi	13 February 2026		Attendance register

Key Performance Area	MEC Findings	Responsible Person	Due Date	Actions to be undertaken and Progress Made	Evidence
	These guidelines provide guidance to municipalities in the development of IDPs as provided for in Section 31 of the Municipal Systems Act (32 of 2000) as amended, mandating that the MEC for Local Government in the province may, subject to any other law regulating provincial supervision of local government, assist a municipality with planning, drafting, adoption and review of its IDP; facilitate coordination and alignment. This reviewed IDP guidelines is aimed at focusing assessments on the implementation of the IDP and will come into effect in the 6th Generation of IDPs. It is advised that municipalities commence with the planning processes for the 6th generation.			Noted, All comments are addressed through updating the IDP Action Plan.	Final 2026/27 IDP

7.2. NATIONAL AND PROVINCIAL PROGRAMMES ROLLED OUT AT MUNICIPAL LEVEL

The Dr Nkosazana Dlamini Zuma Municipality has aligned its 2026/2027 Service Delivery and Budget Implementation Plan (SDBIP) with the strategic objectives and priority focus areas of the Back to Basics (B2B) Programme. The Municipality continues to institutionalise the B2B Programme through organisational and departmental performance indicators, projects, sector plans, governance systems, and quarterly reporting mechanisms in line with MFMA Circular 88 and related local government reform initiatives.

The Municipality's SDBIP demonstrates alignment with the five pillars of the Back to Basics Programme through the implementation of strategic projects, performance indicators, and programmes aimed at improving service delivery, governance, financial management, public participation, local economic development, institutional performance, and organisational accountability.

7.2.1. PILLAR 1: PUTTING PEOPLE FIRST

This pillar promotes meaningful public participation, stakeholder engagement, community involvement, and responsiveness to community needs and priorities.

The Municipality has aligned the following projects and indicators within the SDBIP to support this pillar:

7.2.1.1. PUBLIC PARTICIPATION AND COMMUNITY ENGAGEMENT

- Coordination of Combined Quarterly Ward Committee Meetings;
- Public Participation Programmes;
- IDP/Budget Roadshows;
- Community Consultation Processes linked to Spatial Planning and Land Use Management;
- Publishing of Municipal Programmes through Media Platforms;
- Community Feedback and Stakeholder Engagement Meetings.

7.2.1.2. INTEGRATED DEVELOPMENT PLANNING

- Review and Adoption of the 2027/2028 Integrated Development Plan (IDP);
- Development and Approval of the IDP/Budget Process Plan;
- Submission of Performance Reports to Council Oversight Structures;
- Coordination of Individual Performance Management Systems.

7.2.1.3. LOCAL ECONOMIC DEVELOPMENT AND TOURISM PARTICIPATION

- Governance and Functionality of LED and Tourism Forums;
- Market Access Support for Local Businesses;
- Midlands 2 The Berg 4x4 Tourism Experience;
- Tourism Awareness Campaigns;
- Community-based Tourism Promotion Initiatives;
- Kevelear Bakery Business Venture;

- Centocow BnB Refurbishment and Tourism Activation Interventions.

Through these initiatives, the Municipality seeks to strengthen public confidence, improve participation in municipal affairs, and ensure that development planning remains community-driven and responsive to local needs.

7.2.2. PILLAR 2: DELIVERING BASIC SERVICES

This pillar focuses on improving access to quality municipal services, infrastructure development, maintenance of community assets, and sustainable service delivery.

The following projects and indicators within the SDBIP support this pillar:

7.2.2.1. INFRASTRUCTURE DELIVERY AND CAPITAL EXPENDITURE

- Percentage of Capital Budget Actually Spent on Capital Projects identified in the IDP;
- Development of Budget and Treasury Reports to Monitor Capital Expenditure;
- Capital Budget Expenditure Monitoring;
- Infrastructure-related Capital Projects included within departmental SDBIPs.

7.2.2.2. SPATIAL PLANNING AND LAND USE MANAGEMENT

- Review of the Spatial Development Framework;
- Review of the Bulwer Precinct Plan;
- Review and Adoption of the Land Use Scheme;
- Land Development Management;
- Processing of Land Development Applications in line with SPLUMA;
- Approval of Building Plans in line with National Building Regulations.

7.2.2.3. BASIC SERVICE DELIVERY AND COMMUNITY DEVELOPMENT

- Provision of Free Basic Electricity to Indigent Households;
- Updating and Management of the Indigent Register;
- Maintenance and Development of Municipal Infrastructure;
- Public Transport Infrastructure Projects;
- Community Halls and Public Facility Projects;
- Road and Stormwater Infrastructure Projects.

7.2.2.4. LOCAL ECONOMIC DEVELOPMENT AND JOB CREATION

- Enterprise Skills Development

7.2.2.5. RISK MANAGEMENT AND INTERNAL CONTROLS

- Development and Monitoring of Risk Registers;
- Risk Management Committee Meetings;
- Development of Internal Audit Annual Plans;
- Monitoring of Internal Audit Action Plans;

- Anti-Fraud and Corruption Awareness Campaigns;
- Review of Governance Policies, Strategies, Methodologies, and Charters.b

7.2.2.6. LEGISLATIVE AND REGULATORY COMPLIANCE

- Compliance with SPLUMA and National Building Regulations;
- Processing of Land Development Applications within legislated turnaround times;
- Business Regulation Compliance Blitzes;
- KZN Online Business Licensing System;
- Development and Review of Municipal Policies and Frameworks;
- Submission of Back to Basics Reports to COGTA and PMS Structures.

These projects strengthen institutional governance, accountability, transparency, and compliance with applicable legislation and regulatory frameworks.

7.1.3 PILLAR 4: SOUND FINANCIAL MANAGEMENT

This pillar promotes financial sustainability, responsible budgeting, effective expenditure management, revenue enhancement, and compliance with financial legislation.

The Municipality aligns the following SDBIP projects and indicators to this pillar:

7.1.3.1. BUDGETING AND FINANCIAL REPORTING

- Preparation of Municipal Budgets;
- Review of Budget-related Policies;
- Submission of Section 71 Reports;
- Preparation and Submission of Annual Financial Statements;
- Monitoring of Budget Expenditure;
- Cash/Cost Coverage Monitoring;
- Revenue Collection Management.

7.1.3.2 SUPPLY CHAIN AND ASSET MANAGEMENT

- Development of Procurement Plans;
- SCM Quarterly Reporting;
- Updating of the GRAP Compliant Asset Register;
- Conducting Asset Verification Processes;
- Monitoring of Creditors Payment within 30 Days;
- Cost Containment and Circular 82 Compliance Measures.

7.1.3.3. FINANCIAL SUSTAINABILITY AND AUDIT IMPROVEMENT

- Implementation of Audit Action Plans;
- Monitoring Grant Expenditure;
- Capital Budget Expenditure Monitoring;

- Revenue Enhancement and Debt Collection Processes;
- Supplementary Valuation Roll Implementation.

The Municipality remains committed to strengthening financial governance, improving audit outcomes, ensuring credible financial reporting, and promoting long-term financial sustainability.

7.1.4 PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS

This pillar focuses on building institutional capacity, strengthening performance management systems, promoting skills development, and improving organisational effectiveness.

The Municipality has aligned the following projects and programmes to this pillar:

7.1.4.1 PERFORMANCE MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

- Coordination of Individual Performance Management Systems;
- Performance Assessments for Section 54/56 Managers;
- Performance Assessments for Middle Managers;
- Monitoring of Organisational Performance Indicators;
- Development and Review of Organisational Policies and Frameworks.

7.1.4.2 SKILLS DEVELOPMENT AND CAPACITY BUILDING

- Coordination of Training Programmes for Employees;
- Artisan Skills Development Programmes;
- Enterprise Skills Development Initiatives;
- Supplier Development and Business Training Programmes;
- Mentorship and Coaching Programmes for Emerging Enterprises;
- Capacity Building Programmes linked to LED and Tourism.

7.1.4.3 INSTITUTIONAL STRENGTHENING AND ORGANISATIONAL RESILIENCE

- Risk Management Programmes;
- Internal Audit and Governance Support Systems;
- Anti-Fraud and Corruption Awareness Campaigns;
- Back to Basics Reporting and Institutional Monitoring;
- Stakeholder Coordination and Governance Structures.

Through the implementation of these programmes and strategic initiatives, the Municipality seeks to strengthen institutional capability, improve organisational performance, enhance accountability, and ensure the delivery of sustainable and responsive municipal services.

The Municipality will continue to monitor and report on the implementation of Back to Basics aligned indicators through quarterly SDBIP reporting, organisational performance assessments, oversight structures, and legislative reporting frameworks.

7.1.4.4 SERVICE DELIVERY PLAN

On the issue of Service Delivery Improvement Plan, the municipality used the upcoming IDP/ Budget Roadshows to develop the Service Delivery Improvement Plan by conducting an assessment based on the community requests on the three priority services and thereafter develop the SDIP based on the three service delivery priority concerns raised by the members of the public. Those top three service delivery concerns are:

- Gravel roads construction and maintenance
- Housing Projects
- Local Economic Development Programmes

However, it must be noted that due to insufficient budget the municipality could not conduct a community survey on community satisfaction on service delivery issues.

7.1.4.5 BATHO PELE

The Batho Pele/ Customer Care Policy is in place and reviewed on an annual basis together with all other municipal policies. The Municipal Service Charter is also in place and used as a tool to implement Bato Pele principles. The municipality is currently using a manual complaints management system to record, track and report on complaints from members of the public on service delivery issues. A report is prepared bimonthly and presented to the Corporate Support Services Committee for it to play an oversight role on customer care issues. The Customer Complaints Management Report contains complaints from members of the public through walk-ins, email, telephonic, facebook, whatsapp and ward committees.

7.3. INTER GOVERNMENTAL RELATIONS STRUCTURES

7.3.1. PERFORMANCE MANAGEMENT SYSTEM (PMS) AND BACK TO BASICS

The Performance Management System Framework Policy was approved by Council together with all other policies on 28 May 2026, this policy is reviewed annually. The Procedure Manual and Technical Indicator Descriptions have been developed and reviewed annually. As part of consequence management, the policy contains a clause that states that Municipal Council shall not authorize the payment of performance bonuses to Senior Managers who will be found, after an investigation by the Municipal Public Accounts Committee (MPAC) to be responsible for the Unauthorized, Irregular, Fruitless and Wasteful Expenditure.

MPAC reviews quarterly performance reports, which continue to be further submitted to Council Committees and Council as legislated. Performance Agreements for Senior Management for 2025/26 are developed and signed by the Municipal Manager and all Senior Managers. The PMS Unit is currently in a process of drafting 2026/27 Performance Agreements which would also be reviewed together with the 2026/27 Service Delivery Budget and Implementation Plan as it has been happening in the previous term of office. Performance Assessments for Senior Management are conducted annually (2 formal and 2 informal) and

reports are submitted for the internal audit unit through quarterly Performance Reports and to Council for approval of the payment of performance bonuses.

The Internal Audit unit plays a major role in the implementation and review of the performance information as their risk based internal audit plan requires them to audit performance report on a quarterly basis. These reports are first discussed at a Management Committee level and furthermore presented to the Audit and Performance Audit Committee, Executive Committee and Council.

The following members serves as Panelists in the Senior Managers Performance Assessments:

INITIALS & SURNAME	DESIGNATION	ORGANISATION
1. Cllr PS Msomi	Chairperson/ Mayor	Dr. NDZ Local Municipality
2. Councillor KA Radebe	Deputy Mayor: Chairperson of PWBS Committee	Dr. NDZ Local Municipality
3. Councillor SH Mlibeni	Exco Member: Portfolio Head: Community and Social Services Committee	Dr. NDZ Local Municipality
4. Mrs. N Mkhize	Ward Committee Member	Ward 1: Dr. NDZ LM
5. Councillor SG Mkhize	Corporate Services Committee Member	Dr. NDZ Local Municipality
6. Mr. NC Vezi	Municipal Manager	Dr. NDZ Local Municipality
7. Mr. A Gonzalves	Chairperson: Audit & Performance Audit Committee	Audit & Performance Audit Committee
8. Mr. ME Mkhize	Municipal Manager: Ubuhlebezwe Local Municipality	Ubuhlebezwe Local Municipality

7.3.2. . MONITORING OF NATIONAL AND PROVINCIAL STRUCTURES AT IGR STRUCTURES

7.3.2.1. COGTA MONITORING

The Department of Cooperative Governance and Traditional Affairs has been monitoring and measuring the credibility of the IDPs of the municipalities in the KZN. Our IDP has been ranked number 17 in the Province of KwaZulu-Natal. Below is the rating per Key Performance Area that the municipality has received in the seven financial years before the end of 2025/2026 financial year.

Below is the comparison of the municipality's performance per KPA for the past seven financial years. **Performance Ratings**

The table below reflects the municipality's performance ratings per Key Performance Area (KPA) from 2017/2018 to 2025/2026.

KPA No.	KPA	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
1	Basic Service Delivery and Infrastructure	3.4	3.0	2.9	1.69	2.0	4.3	3.9	2.3	2.5 ↑
2	Cross Cutting Issues	1.88	3.0	2.5	4.0	3.2	2.0	4.0	3.0	3.5 ↑
3	Local Economic Development	2.2	3.5	2.5	2.5	2.7	3.4	3.94	3.02	3.8↑
4	Good Governance & Public Participation	4.45	4.5	4.6	4.7	4.1	4.04	4.14	4.09	4.57↑
5	Financial Management and Viability	2.95	3.8	3.05	4.6	4.85	4.6	3.9	2.8	4.95↑
6	Institutional Development & Transformation	2.5	4.1	4.9	5.0	5.0	4.5	4.5	4.5	5.0↑
7	Strategic Thrust	NA	NA	NA	NA	NA	NA	5.0	5.0	5.0↑
Overall Rating (%)		57.93	71.50	68.17	72.30	72.83	76.13	83.94	70.60	83.77↑

This comparison illustrates steady improvement in governance and institutional development, with particularly strong performance in **Good Governance & Public Participation** and **Financial Management** in recent years.

Service Delivery Charter and Standards?

The Batho Pele Policy/ Customer Care Policy developed internally using the guidelines from Cogta. The Policy was approved by Council as a draft with no amendments together with other policies in a Council meeting that will be held before 31 March 2026 and subsequently approved as a final policy on by 31 May 2026. The Service Delivery Charter and Standards will again be also workshopped to all Officials and it formed part of the policies that will be approved by Council by May 2026.

Service Delivery Improvement Plan (SDIP)?

The 2026/27 Draft Service Delivery Improvement Plan is in place and will be attached to the IDP after it has been presented to Council for review. The three key issues as indicated in the plan to be improved are:

- Maintenance of the Gravel access roads & installation of storm-water pipes
- Local Economic Development for job creation purposes
- Aerial network connections for cellphones

The municipality is fully participating in the District Development Model as thoroughly explained in the 2025/26 IDP Process plan. The following tables indicates the representatives from Dr Nkosazana Dlamini Zuma Local Municipality in all DDM Structures.

HARRY GWALA DISTRICT POLITICAL HUB

DESIGNATION	OSS POLITICAL CHAMPION	HOD CHAMPION	OTP DEPLOYED SMS MEMBERS		Provincial Convener and DTT Chairperson
1. Minister Champion	MEC S.E Hlomuka (DoE)	Mr S. Majola (DPW)	Dr NI Ndlovu PA: Ms N Shange Mr ZM Ngubane Mr TS Duze Ms PNF Mbatha Mr D Pillay	083 843 6171 079 889 1750 060 885 5277 079 871 6186 082 447 7833	Mr S Shabangu 082 907 3856 Sikhumbuzo.shabangu@kznworks.gov.za Mr V Xulu 076 499 5810 vusi.xulu@kzntreasury.gov.za

SOCIAL CLUSTER MEMBER DETAILS	NAME	CONTACT NUMBERS	EMAIL ADDRESS
2. Mayor of Harry Gwala District	Cllr ZD Nxumalo	083 4643 726	zamodn@gmail.com
	Secretary: Ms Nelly Chiliza	072 232 9556	ChilizaN1@harrygwaladm.gov.za
3. Mayor of Ubuhlebezwe	Cllr EB Ngubo	079 080 8787	mayor@ubuhlebezwe.gov.za
	Secretary: Ms Nobuhle Mbanjwa	039 834 7700	nrmbanjwa@ubuhlebezwe.gov.za
4. Mayor of Umzimkhulu	Cllr J. Msiya	082 5610 735	msiyaj@umzimkhululm.gov.za
	Secretary: Ms Babalwa Sulelo	039 834 5300	sulelob@umzimkhululm.gov.za
5. Mayor of Greater Kokstad	Cllr L. Madikizela	073 571 8488	Lwanda.madikizela@kokstad.gov.za
	Secretary: Ms Zimkhitha Mahonya	039 797 6600	Zimkhitha.mahonya@kokstad.gov.za
6. Mayor of Dr Nkosazana Dlamini-Zuma	Cllr S Msomi	082 598 5467	majobemsomi@gmail.com
	Secretary: Ms Samkelisiwe Sikhakhane	067 957 3640	sikhakhanes@ndz.gov.za
7. Speaker of Harry Gwala DM	Cllr MS Mdunge	083 758 0035	msdmdunge@gmail.com
	Secretary: Ms Nokukhanya Dladla	060 469 5189 039 834 8700/8769	DladlaN1@harrygwaladm.gov.za
8. Speaker of Ubuhlebezwe	Cllr Muzi Chiya	072 991 5928	stanleynchiya@gmail.com
	Secretary : Ms Minehle Dlamini	039 837 7700 074 246 0819	mptdlamini@Ubuhlebezwe.onmicrosoft.com
9. Speaker of Umzimkhulu	Cllr. G. Mavuma	039 259 5300	MavumaG@umzimkhululm.gov.za
	Secretary: Ms. Lolokazi Ntlangulela	074 840 3469	Ntlangulelal@umzimkhululm.gov.za
10. Speaker of Greater Kokstad	Cllr BT Nozaza	081 271 6404 071 422 2139	Bheki.nozaza@kokstad.gov.za

	Secretary: Ms. Zimkhitha Mahonya	039 797 6605	Zimkhitha.mahonya@kokstad.gov.za
11. Speaker of Dr Nkosazana Dlamini-Zuma	Cllr. S. Phoswa	072 708 4358	cllrsphoswa@ndz.gov.za
	Secretary: Mr. Velani Sosibo	073 470 3037	Sosibov@ndz.gov.za

7.3.3. SECTOR DEPARTMENTS PARTICIPATING IN IGR FORUMS WITHIN THE DISTRICT

7.3.3.1. PUBLIC PARTICIPATION MECHANISMS

The 2026/2027 IDP is the review of the 6th Generation IDP which is developed internally and the draft IDP was tabled to Council for noting on the 27th March 2024 and again approved by Council on 21st May 2024. This strategic plan will then be reviewed annually as guided by the IDP Framework and Process Plan.

During the development and the review process public participation mechanisms are applied to ensure participation of the community. These mechanisms include but not limited to IDP, PMS and Budget Representative Forum, Ward engagement sessions to solicit priorities and IDP, PMS and Budget Roadshows.

7.3.3.2. IGR OR DISTRICT DEVELOPMENT MODEL MEETINGS PARTICIPATION

On the 31st of May 2025, the Governance, State Capacity, Institutional Development Cluster sat its meeting at Harry Gwala District Municipality Council Chamber, the representatives who are, Mr. P Mtungwa and Mr. JS Sondezi from Dr. Nkosazana Dlamini Zuma Local Municipality were in attendance.

The meeting for Planners Forum, and Infrastructure Forum sat on the 2nd of June 2025 at Greater Kokstad Local Municipality Council Chamber, the representatives who are Mrs. T. Dawe, Mr. V. Mngadi and Mr. Z. Dlamini were in attendance. The meeting for Technical and Political Hub forums which were scheduled to sit on the 28 June 2025 were postponed. The District Public Participation Forum was attended by officials from Dr. Nkosazana Dlamini Local Municipality: Miss DP Zaca and Miss N Mkhize. The Provincial Public Participation Forum that was held on 22 June 2025 in Mayville Public Works Offices was also attended by both Public Participation Officers from the municipality.

7.3.4. IGR STRATEGY

IGR/ Or District Development Model Meetings Participation

The municipality have good working relations with private sector, government departments and non-profit organizations or non-governmental organizations. In December 2025, the joint Political and Technical Hub had a meeting that consisted of all clusters whereby Dr. NDZ LM was represented by the following:

- Mayor Cllr S. Msomi,
- Hon. Speaker Cllr SS Phoswa,
- Municipal Manager Mr. NC Vezi
- PWBS HOD Mr. V Mngadi,
- Corporate Services HOD Mr. JS Sondezi
- Community Safety Manager Mr. W Dlamini
- Chief Traffic Officer: Mr. PE Ndlovu
- CFO Mr. P Mtungwa,
- Strategic Support Services Manager Mrs. NN Vakalisa

On the 06th of February 2026, the Governance, State Capacity, Institutional Development Cluster chaired by the Mayor: PS Msomi had its meeting at Ixopo: Soweto Community Hall the representatives that forms part of this Committee/Cluster are as follows:

- Mrs. NN Vakalisa
- Mr. P Mtungwa
- Mr. JS Sondezi from Dr. Nkosazana Dlamini Zuma Local Municipality:

The Department of Transport held a meeting with Dr. Nkosazana Dlamini Zuma Local Municipality Public Participation at Creighton Small Boardroom on the 04th of April 2026 with regards to the establishment of Transportation Committees and also to find an amicable working relations between the Municipal Public Works and Basic Services Department and the Department of Transport as they both provide the same service or function to the communities which are roads.

7.4. WARD COMMITTEE FUNCTIONALITY

The Public Participation policy and Ward Committee policy was approved by Council on 28 May 2026 which regulates participation of the local community in the affairs of the municipality, this policy was workshopped to Councillors at the Councillor Induction Programme that was held on 6-11 December 2025.

The Provincial Department of Cooperative Governance and Traditional Affairs conducted a survey on the work of the Ward Committee, effectiveness as well as their satisfaction and it transpired that a lot must be done in order to improve the working conditions of this very important structure in order to receive value for money for their role as one critical service providers of the municipality.

Below are the key components of the basis of the framework:

A functional Ward Committee member must make a meaningful contribution towards the six (6) performance indicators used to assess the functionality of a Ward Committee (See section 7.6). A member who Is said to be functional must meet at least the following imperatives:

(a) His or her name must feature on the Ward Committee Programme of Action;

(b) He or she must execute what has been assigned to him or her as per the Programme of Action and special assignments delegated in terms of Section 59 of the Municipal Systems Act;

(c) He or she must continuously advise and make recommendations to the Ward Councillor or to the Ward Committee itself on matters affecting the geographic area or sector that he or she represent; and

(d) He or she must receive queries and complaints from community members concerning municipal services. communicate this to the Councillor and provide feedback to community members concerned.

(3) Functionality-based reimbursement also takes into account the functionality status of the entire Ward Committee. It therefore would not make any sense to have all ten (10) functional members claim their out-of-pocket expenses at the end of each month whilst the functionality assessment of the same Ward Committee bears negative results.

(4) The most important tool to use in measuring whether Ward Committee members have done what they were supposed to do is to have a plan which can be used as the baseline.

for implementing the functionality-based reimbursement, Ward Committee members who are to receive expenses have to present valid proof that they have done some work for the committee.

(6) Proof to be presented should include a report signed by a Ward Councillor and an administrative support staff as per Section I 3(3)(b) of the Municipal Policy on Ward Committee Elections and Operations as amended. This report must include at least the following:

(a) Details of work done;

(b) Minutes of meetings attended; and

(c) Attendance register(s).

7. The payment of out-of-pocket expenses for Ward Committee members must be reconsidered in the event that ward committee functionality does not Improve or deteriorates.

Based on legislation and policy framework the following six (6) pre-determined indicators are used to assess and verify the status of functionality of ward committees in all municipalities in the province of KwaZulu-Natal

Number of ward committee meetings convened in a quarter, with reference to section 73(3) (c) of the Municipal Structures Act

(Evidence required: minutes and attendance registers of all ward committee meetings)

Number of meetings chaired by the ward councillor in terms of section 73(2) (a) of the Municipal Structures Act

(Evidence required: Minutes and attendance registers of ward committee meetings)

Percentage attendance by ward committee members at meetings with specific reference to section 73 (2) (b) of Municipal Structures Act

(Evidence required: Minutes and attendance registers of ward committee meetings)

Number of community feedback meetings convened by the committee and issues discussed, with specific reference to Schedule 7 of the Municipal Structures Act.

(evidence required: minutes/reports and attendance registers of community feedback meetings held)

Number of ward committee sectoral reports submitted to the ward councillor in terms of Output 5 of Outcome 9 of Delivery Agreement (10 Point Plan) (evidence required: monthly sectoral reports submitted by each member of a ward committee)

7.4.1.1. CAPACITY BUILDING PROGRAMMES FOR WARD COMMITTTEE

The public participation unit is currently finalising logistical arrangements for the Training Programme of 150 Ward Committees of Dr Nkosazana Dlamini Zuma Local Municipality on the following modules for 2025/26 financial year which took place on 11-15 March 2026.

The training will be provided on the following Unit Standard:

UNIT STANDARDS	NQF	CREDIT	DESCRIPTION
242866	3	6	This unit standard is intended for persons involved with maintaining an accurate and functional record-keeping system in a public sector organisation. The qualifying leaners capable of: Identifying legislative and policy and procedure requirements that determine records management in a public sector organisation. Explaining the purpose of a records management system in the context of a public sector organisation. Operating a records storage and retrieval system in a public sector organisation. Maintaining a records storage and retrieval system in a public sector organisation.
242890	3	10	Community Based Planning; Display an understanding of core municipal processes and Ward Committee participation in these processes. Scope of Unit Standard: Community-based planning (CBP) is a specific form of ward planning involving all people in a ward which has been designed to promote community action and make the Integrated Development Plan (IDP) of a municipal area more people-centered. This module is intended for Ward Committees and community leaders, to help them to understand what the IDP is, and what is required to carry out CBP. However, lessons can be applied to other contexts according to the South African Constitution and key laws What is a municipality's role in planning? and what are community's rights in relation to planning? Topics covered include: What is Integrated Development Planning? What is Community-Based Planning, and how does it link to the IDP? What are the roles in the CBP/IDP processes? What is required to make this community-based planning process work?

The service provider has been appointed through SCM process and the training took place before 31 March 2026.

7.4.1.2. PRIORITIES OUTLINED IN THE WARD BASED PLANS BEEN CATERED FOR IN THE IDP PROJECTS

All 15 Ward Based plans and Ward Operational Plans have been developed and endorsed by Ward Councillors and forms part of the IDP. The Ward Committee members representing women and faith based organization sector, traditional sector and men, safety and security sector have attended a Human Rights Dialogue held at Donnybrook outside the Police station by the municipal Gender and Human Rights Office. Other stakeholders who were in attendance was the Department of Sports, Arts and Culture, SAPS, Department of Health, Fanele Sibonge Development Agency, Donnybrook Spar, and Harry Gwala District Municipality.

The Department of Transport held a meeting with Dr Nkosazana Dlamini Zuma Local Municipality Public Participation at Creighton Small Boardroom on the 04th of April 2023 in regards with Transportation Committees and also to find an amicable working relations between the Municipal Public Works and Basic Services Department and the Department of Transport as they both provide the same service or function to the communities which are roads.

7.5. AUDIT AND AUDIT PERFORMANCE COMMITTEE

Audit and Performance Audit Committee & Internal Audit

Audit Committee Charter, Internal Audit Methodology and Internal Audit Plan were approved by the Audit Committee on the 27 June 2024 as per the Internal Audit Charter. The APAC has four members namely:

1. Mr. A Gonzalves: Chairperson
2. Mr. S Ngidi: Member
3. Mr V Sibiya (ICT Specialist- Former AG Manager)
4. Mr M Mthethwa (Financial Reporting and Auditing- Former AG Manager)

APAC sits on quarterly basis as provided for in the charter. Audit Committee, Auditor General and Internal Audit recommendations are presented to Manco and Council structures for implementation and scrutiny. Internal Audit unit is in place and is led by a properly qualified Internal Audit Manager who is supported by Internal auditor, an Administrator as well as an intern: Risk Management. The internal audit plan has been done in house and the following projects have been outsourced:

- Annual Financial Statements
- ICT

The Internal Audit unit is currently reviewing the internal audit methodology, internal audit charter and Audit Committee Charter to align them to the new IIA global standards. The Disciplinary Board had been appointed and the Department of Treasury will be conducting an Induction Programme for the appointed four members, Council and Management. The Ethical Leadership Code in Local Government had been adopted by Council to improve ethical leadership within the institution.

5.1.1 Risk Management

The Risk Committee Chairperson Mr. Vukani Eric Dlamini continues to chair the Risk Management Committee on a quarterly basis. In line with the Enterprise Risk Management Framework the following documents have been approved by Council on the 31 May 2024 and will be again presented to Council for review before 31 May 2025 which is the risk management policy, risk management strategy and the risk management implementation plan.

The risk profiles that have been developed are as follows:

- Occupational Health and Safety risk register,
- ICT and Project risk register.
- Operational and Strategic Risk
- Fraud Risk Register
- Ethics Risk Assessment

Internal Audit Manager continues to present these documents to Manco and the Risk Management Committee Chairperson presents them to the Audit Committee, Executive Committee and Council. Strategic and operational risk registers were prepared and monitored on a quarterly basis to the risk committee in the previous financial year and they were prepared in alignment with the budget.

The municipality continues to monitor the implementation of the email banner with zero tolerance to fraud and corruption. The unit plans on conducting an anti-fraud and corruption campaign to send a strong message to the residents that Dr. NDZ LM takes zero tolerance to fraud and corruption and that there are no jobs for sale.

The office of the Premier, SIU, Moral Regeneration, Ethics Institute and Cogta workshopped Dr Nkosazana Management and Councillors on the Code of Ethical Leadership in Local Government which speaks to ethical behavior in a work environment on the 13 November 2024 and quarterly anti-fraud and anti -corruption awareness campaigns are conducted by Risk management unit to municipal officials. The municipality is fully participating in the District Risk Management and Internal Audit Forum, which is part of the District Development Model. Reports from the District Risk Management and Internal Audit Forum presented to the District Municipal Manager's forum on a quarterly basis.

7.6. IDP STEERING COMMITTEE

The municipality has a well-established and functional IDP and Budget Steering committees which sits twice a year to look at both the Draft and Final IDP and Budget. This Committee is regulated by the Municipal Finance Management Act and consists of the following Members:

- The Mayor: Chairperson
- Executive Committee Members
- Finance Committee Members
- The Speaker
- The Whip of Council

In order to look at the 2025/26 adjustment budget and SDBIP, the Budget Steering Committee and Council were workshopped on the amendments that have been made on both plans on 12 and 20 February 2026 respectively. In preparation for the 2025/26 IDP and Budget the municipality will be having a strategic planning session where the municipality's vision and mission, strategic objectives and service delivery projects would be thoroughly discussed. This session is going was held on 26 February - 01 March 2026.

7.6.1.1. THE IDP REPRESENTATIVE FORUM

This forum is coordinated at a Provincial level by the Cogta IDP Unit who ensures that all Government Departments present projects and programmes that are going to be implemented by government entities in different municipalities within the province. This is done in the spirit of integrated planning and to enforce the objectives of the newly introduced District Development Model. This forum sits twice a year. The Local IDP Representative Forum was held on 19 September 2025 and on 18 March 2026 to discuss integration of services with other organs of states. The IDP Personnel of the municipality continues to attend IDP Summits organized by the Provincial Cogta IDP.

The IDP Alignment Committee

The Harry Gwala District Municipality coordinates this forum, alignment issues such as the information on the district statistics on water and sanitation services in the Water Services Development Plan.

7.7. MANAGEMENT STRUCTURES

Inter-governmental relations with most sector departments remains relatively good through the Local Aids Council, however there is room for improvement within the Harry Gwala DM and in the planning and budget alignment of programmes and projects. The municipality has a dedicated IGR official and quarterly reports will be presented to Council as per the IDP assessment by the MEC: Cogta. The Public Participation Office will be responsible to compile report on the participation of Political Offtice Bearers, Senior Managers, Middle Managers and other Officials who are members of the District Development Models (DDM). This report will indicate the number of meetings that were attended on a quarterly basis.
The municipality participates in the IGR/ District Development Model clusters structures that are coordinated at a district level, and provincial level namely:

- The Premier's Coordination forum (PCF) (Provincial Level) that is coordinated by the Office of the Premier.
- Mayors Forum
- Municipal Managers Forum
- Speakers Forum
- Infrastructure Development Forum
- District Area Finance Forum
- Corporate Services Forum
- Communications Forum
- District and Provincial Public Participation Forum

7.8. IGR/ OR DISTRICT DEVELOPMENT MODEL MEETINGS PARTICIPATION

The municipality have a good working relations with private sector, government departments and non-profit organizations or non-governmental organizations. In December 2025, the joint Political and Technical Hub had a meeting that consisted of all clusters whereby Dr. NDZ LM was represented by the following:

- Mayor Cllr S. Msomi,
- Hon. Speaker Cllr SS Phoswa,
- Municipal Manager Mr. NC Vezi
- PWBS HOD Mr. V Mngadi,
- Corporate Services HOD Mr. JS Sondezi
- Community Safety Manager Mr. W Dlamini
- Chief Traffic Officer: Mr. KE Dlomo
- CFO Mr. P Mtungwa,
- Strategic Support Services Manager Mrs. NN Vakalisa

7.9. INTERNAL AUDIT

7.9.1.1. MUNICIPAL RISK MANAGEMENT FRAMEWORK

A new Risk Committee Chairperson have been appointed: Mr. Vukani Eric Dlamini who has over 25 years of experience in Internal Audit and Risk Management field. In line with the Enterprise Risk Management Framework the following documents have been approved by Council on the 30th June 2022 which is the risk management policy, risk management strategy and the risk management implementation plan.
The risk profiles that have been developed are as follows:
Occupational Health and Safety risk register,
ICT and Project risk register.
Operational and Strategic Risk
Fraud Risk Register

Internal Audit Manager continues to present these documents to Manco and the Risk Management Committee Chairperson presents them to the Audit Committee, Executive Committee and Council. Strategic and operational risk registers were prepared and monitored on a quarterly basis to the risk committee in the previous financial year and they were prepared in alignment with the budget.
Top ten Municipal Risks Below are the top 10 strategic and operational risk for 2025/26 financial year that are a threat to the achievement of the municipal objectives.

7.9.1.2. STRATEGIC RISKS

1. Inability to timely recover normal business operations in the event of a disaster / disruptions.
2. Failure to provide direction on information technology governance
3. Possible failure to prevent cyber security attacks
4. Inability to attract and retain critical scarce technical and suitable skills to the municipality to fulfil its mandate
5. Inability to achieve the goals as set on the 5year strategy (IDP)
6. Inability to meet service delivery needs and requirements
7. Failure to create an enabling environment to develop and grow the local economy
8. Uncoordinated planning for future development
9. Inadequate Public Participation
10. Possible failure to maintain an unqualified audit.

7.9.1.3. OPERATIONAL RISKS

1. Ineffective legal services
2. Failure to handover projects
3. Failure to produce credible financial information on the system

4. Inadequate change management
5. Inability to collect revenue
6. Ineffective security system within the municipality
7. Ineffective implementation of records management process
8. Invasion of municipal owned land by the community
9. Inability to fully meet the Special need of the Community
10. Unsatisfactory Management of Stray animals and keeping of livestock in town illegally

7.9.1.4. FUNCTIONAL INTERNAL AUDIT

Audit and Performance Audit Committee & Internal Audit
Audit Committee Charter, Internal Audit Methodology and Internal Audit Plan were approved by the Audit Committee on the 28TH June 2022 as per the Internal Audit Charter. The APAC has four members namely:

- ☞ Mr. A Gonzalves: Chairperson
- ☞ Mr. S Ngidi: Member
- ☞ Mr V Sibiya (ICT Specialist- Former AG Manager)

Mr M Mthethwa (Financial Reporting and Auditing- Former AG Manager) APAC sits on quarterly basis as provided for in the charter. Audit Committee, Auditor General and Internal Audit recommendations are presented to Manco and Council structures for implementation and scrutiny. Internal Audit unit is in place and is led by a properly qualified Internal Audit Manager who is supported by Internal auditor, an Administrator as well as an intern: Risk Management. The internal audit plan has been done in house and the following projects have been outsourced:

- Annual Financial Statements
- ICT

The Internal Audit unit is currently reviewing the internal audit methodology, internal audit charter and Audit Committee Charter to align them to the new IIA global standards. The Disciplinary Board had been appointed and the Department of Treasury will be conducting an Induction Programme for the appointed four members, Council and Management. The Ethical Leadership Code in Local Government had been adopted by Council to improve ethical leadership within the institution.

7.9.1.5. FUNCTIONALITY OF ENTERPRISE RISK MANAGEMENT

JOINT ECONOMIC SECTORS AND INFRASTRUCTURE DEVELOPMENT CLUSTER

The IDP Representative Forum
The municipality convened the Local IDP Representative Forum on 15 March 2026 whereby the following government departments were present:

- 1.Department of Health
- 2.Department of Social Development
- 3.Cogta
- The draft IDP for 2026/27 financial year was presented together with the schedule of IDP/Budget Roadshows.

The Local Aids Council

This Committee is chaired by the Mayor and its meeting for Quarter 3 of 2025/26 was held on 15 March 2026 at the Bulwer CSC with the representatives from local offices of Sector Departments.

Human Settlement Training Workshop
The Public Participation Unit coordinated a very informative training workshop for both Ward Committees and Councillors on 14-15 February 2023 at the Bulwer CSC. The training was based on the following:

Housing Qualifications Criteria and Housing Subsidies
Housing Delivery Processes, National Home Builders Registration Council (NHBRC),
Finance Linked Individual Subsidy (FLISP),
Policy Presentation Limitation of one (01) House,
Rental Housing Programmes Capacitation (Social Housing),
Rental Housing Tribunal,
Presentation on amendment Slums Clearance Act, Presentation on Title Deeds,
Integrated Planning Presentation.
On the 31st of March 2026, the Governance, State Capacity, Institutional Development Cluster sat its meeting at Harry Gwala District Municipality Council Chamber, the representatives who are, Mr. P Mtungwa and Mr. JS Sondezi from Dr. Nkosazana Dlamini Zuma Local Municipality were in attendance.

7.9.1.6. RISK REGISTER

The Risk Rgister is attached as an Annexure in the IDP 2026/2027

7.9.1.7. ANTI-FRAUD /ANTI-CORRUPTION STRATEGY

Payment of Out of Pocket

Effective from the 1st of December 2022, all municipalities in the province are expected to develop/review, adopt and submit to the Department copies of municipal policies on the payment of out of pocket expenses together with a council resolution. The Department will monitor the implementation of all municipal policies from the beginning of the financial year

2023/24 until the end of the term of ward committees. During the term of office of the current ward committees it is expected that all municipalities in the province will utilise their policies to ensure effective operations within the ward committee programme.

On the 28th October 2022, The Executive Committee of the Department of Cooperative Governance and Traditional Affairs (Cogta) resolved to adopt a Provincial framework on the payment of out of pocket expenses to ward committees in the province of KwaZulu-Natal Natal. In developing this framework, the Department consulted the Local Government Municipal Structures Act 117 of 1998 as amended in 2021, together with the National Framework Criteria for Determining Payment of Out of Pocket Expenses to ward committee members, 2009.

This framework is provided as a guide to support municipalities in the province to develop and adopt policy regulations on the payment of out of pocket expenses to ward committee members. Using the adopted provincial framework which is attached herewith, municipalities are required to develop and adopt policies to regulate the payment of out of pocket expenses to ward committee members during the current term of office. Municipalities are advised to align their policies with legislative and policy provisions and should not operate outside of the legal framework as it is contained in the relevant pieces of legislation as well as the national and provincial frameworks.

The breakdown of all priority groups, indicating the municipality and the amounts to be budgeted for, when implementing this Provincial Framework is as follows for DC 43: Harry Gwala District Municipalities:

No.	Municipality	Number of Wards	Recommended out of pocket rate
1.	Dr Nkosazana Dlamini Zuma Local Municipality	15	R1000
2.	Ubuhlebezwe Local Municipality	14	R1000
3.	UMzimkhulu Local Municipality	22	R1000
4.	Greater Kokstad Local Municipality	12	R1000

Service delivery related issues include community participation. If the Council does not cater for out-of-pock.et expenses for Ward Committee members, then undesirable effects might be witnessed for example; service delivery protests. Paying for out-of-pocket expenses plays a pivotal role. In augmenting municipal capacity and creating zeal for Ward Committee members to serve.

7.9.1.8. Risk Management Committee

The Risk Committee Chairperson Mr. Vukani Eric Dlamini continues to chair the Risk Management Committee on a quarterly basis. In line with the Enterprise Risk Management Framework the following documents have been approved by Council on the 31 May 2024 and will be again presented to Council for review before 31 May 2025 which is the risk management policy, risk management strategy and the risk management implementation plan.

The risk profiles that have been developed are as follows:

- Occupational Health and Safety risk register,
- ICT and Project risk register.
- Operational and Strategic Risk
- Fraud Risk Register
- Ethics Risk Assessment

Internal Audit Manager continues to present these documents to Manco and the Risk Management Committee Chairperson presents them to the Audit Committee, Executive Committee and Council. Strategic and operational risk registers were prepared and monitored on a quarterly basis to the risk committee in the previous financial year and they were prepared in alignment with the budget.

The municipality continues to monitor the implementation of the email banner with zero tolerance to fraud and corruption. The unit plans on conducting an anti-fraud and corruption campaign to send a strong message to the residents that Dr. NDZ LM takes zero tolerance to fraud and corruption and that there are no jobs for sale.

The office of the Premier, SIU, Moral Regeneration, Ethics Institute and Cogta workshopped Dr Nkosazana Management and Councillors on the Code of Ethical Leadership in Local Government which speaks to ethical behavior in a work environment on the 13 November 2024 and quarterly anti-fraud and anti -corruption awareness campaigns are conducted by Risk management unit to municipal officials. The municipality is fully participating in the District Risk Management and Internal Audit Forum, which is part of the District Development Model. Reports from the District Risk Management and Internal Audit Forum presented to the District Municipal Manager's forum on a quarterly basis.

Top ten Municipal Risks below are the top 10 strategic and operational risk for 2025/26 financial year that are a threat to the achievement of the municipal objectives.

7.10. COMMUNICATION STRATEGY/PLAN

The municipality continues to monitor the implementation of the email banner with zero tolerance to fraud and corruption. The office of the Premier, SIU and Cogta workshopped Dr Nkosazana employees and Councillors on "I do right" which speaks to ethical behavior in a work environment on the 21 February 2024 and quarterly anti-fraud and anti -corruption awareness campaigns are conducted by Risk management unit to municipal officials. In 2024/25 financial year the municipality will continue conducting four awareness campaigns on Anti-Fraud and Anti-Corruption. Blue Cycle has been appointed as a service provider for the Business Continuity Plan and is currently on phase 3 of the project. The municipality is fully

participating in the District Risk Management and Internal Audit Forum, which is part of the District Development Model. Reports from the District Risk Management and Internal Audit Forum presented to the District Municipal Manager's forum on a quarterly basis.

7.11. POLICY ADOPTION

7.11.1.1. MUNICIPAL POLICIES AND BY-LAWS

The municipality adopted the following policies on the 28th May 2026 and they were also be presented to Council on the 28 of May 2026 for reviewal purposes:

Department	Policy	Frequency of Review	Latest date of review and adoption
Finance Department	Unauthorized fruitless and wasteful expenditure policy	Annually	28 May 2026
	Petty Cash Policy	Annually	28 May 2026
	Debt Management Policy	Annually	28 May 2026
	General Ledger Chart of Accounts Maintenance Policy (COA)	Annually	28 May 2026
	Tariff Policy	Annually	28 May 2026
	Indigent Management Support Policy	Annually	28 May 2026
	Budget Policy	Annually	28 May 2026
	Asset Management Policy	Annually	28 May 2026
	Supply Chain Management Policy	Annually	28 May 2026
	Subsistence and Travel Policy	Annually	28 May 2026
	Credit Control and Debt Collection Policy	Annually	28 May 2026
	Cash Management and Investment Policy	Annually	28 May 2026
	Fleet Management Policy	Annually	28 May 2026
Human Resource Department	Acting Allowance Policy	Annually	28 May 2026
	Introduction of new employees	Annually	28 May 2026
	Housing Subsidy Policy	Annually	28 May 2026
	HIV/AIDS Policy	Annually	28 May 2026
	Employment Equity Guideline	Annually	28 May 2026
	Employment Equity	Annually	28 May 2026
	Dress Code Policy	Annually	28 May 2026
	Discipline Policy	Annually	28 May 2026
	Code of conduct Policy	Annually	28 May 2026
	Attraction and Retention policy	Annually	28 May 2026
	Travel and subsistence Policy	Annually	28 May 2026
	Training and Development Policy	Annually	28 May 2026
	Termination of service policy	Annually	28 May 2026
	Succession Planning Policy	Annually	28 May 2026

Department	Policy	Frequency of Review	Latest date of review and adoption
	Substance abuse Policy	Annually	28 May 2026
	Study assistant Policy	Annually	28 May 2026
	Smoking Policy	Annually	28 May 2026
	Recruitment and Selection Policy	Annually	28 May 2026
	Policy on the Mayoral vehicles and Fleet management	Annually	28 May 2026
	Performance management framework	Annually	28 May 2026
	Payment of long service awards	Annually	28 May 2026
	Occupational health and safety policy	Annually	28 May 2026
	Leave Policy	Annually	28 May 2026
	Telephone Policy	Annually	28 May 2026

Municipal By-Laws
The following bylaws were approved by Council and gazetted as per Provincial gazette number 1846 in July 2017. Enforcement is done by the municipality and their lawlessness has been reduced since by-laws have been gazetted.

Table 94: Municipal Bylaws

BY-LAWS
Advertising signs
Cemetery and funeral undertakers
Community fire safety
Control and Management of the Aerodrome
Control of parking attendants/car guards
Credit control and debt collections
Credit management
Dumping and littering
Financial
Funeral Undertakers
Nuisances
Pound
Animal bylaws
Public Amenities
Public Health
Public meetings and gathering, Processions and the like

Removal of refuse
Standing rules and orders for council and its committees
Street trading
tariff policy
Traffic
Waste Management
Delegation Framework
Delegation of Power
RECOMMENDED BY-LAWS
Hire of halls/ rooms, sport fields and fire brigade services
Expenditure Authorisation
Accommodation establishment
Parking

Name of Committee	No.	Initials and Surname	Position/Role	Political Party
FINANCE COMMITTEE				
	1.	P.S. Msomi	Chairperson	ANC
	2.	B.B. Ntshiza	Member	ANC
	3.	I.T. Shoba	Member	ANC
	4.	N.C. Dlamini	Member	IFP
	5.	D.R. Ngcamu	Member	D.A.
CORPORATE SUPPORT SERVICES COMMITTEE				
	1.	P.S. Msomi	Chairperson	ANC
	2.	X. Zamisa	Member	ANC
	3.	S.G. Mkhize	Member	ANC
	4.	M.M. Dlamini	Member	ANC
	5.	S.J. Phakathi	Member	IFP
	6.	Z. Ndlovu	Member	EFF
	7.	P. Mayeza	Member	EFF
PUBLIC WORKS AND BASIC SERVICES COMMITTEE				
	1.	K.A. Hadebe	Chairperson	ANC
	2.	T.E. Mdladla	Member	ANC
	3.	P.N. Mdlangathi	Member	ANC
	4.	V.A.T. Mthembu	Member	ANC
	5.	N. Dlamini	Member	EFF
DEVELOPMENT AND TOWN PLANNING SERVICES COMMITTEE				
	1.	K.A. Hadebe	Chairperson	ANC
	2.	S.G. Mkhize	Member	ANC
	3.	B.B. Khathi	Member	ANC

Name of Committee	No.	Initials and Surname	Position/Role	Political Party
	4.	I.T. Shoba	Member	ANC
	5.	N.P. Zulu	Member	IFP
	6.	P.K. Memela	Member	EFF
COMMUNITY SERVICES COMMITTEE	1.	H.S. Mlibeni	Chairperson	ANC
	2.	B.B. Ntshiza	Member	ANC
	3.	M.M. Dlamini	Member	ANC
	4.	B.R. Memela	Member	ANC
	5.	M. Mbanjwa	Member	EFF
	6.	N.C. Dlamini	Member	IFP
	7.	R.C.A. Trollope	Member	DA

7.12. LAND USE MANAGEMENT

The Town Planning Unit of the Development and Town Planning Department of the Dr NDZ is responsible for all land use management concerns in the jurisdiction of the Municipality. Guided by Spatial Planning and Land Use Management Act, (Act No 16 of 2013) the Unit aims to promote inclusive and equitable spatial planning through its monitoring, co-ordicnation and evaluation framework that guide the redressing of past injustices. This includes the inter-connected use of the Dr Nkosazani Dlamini Zuma Land Use Management and Planning By-law, the Dr Nkosazani Dlamini Zuma Land Use Management Scheme and other legislative documents to adequately manage land within the Municipality.

7.13. MUNICIPAL PLANNING TRIBUNAL (MPT)

The Municipal Planning Tribunal (MPT) is a statutory decision-making body established in terms of the Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA), and the Dr Nkosazana Dlamini Zuma Municipality Planning and Land Use Management By-law. The Tribunal is responsible for considering and determining land development applications, including applications for rezoning, subdivision, consolidation, consent use, township establishment and other land use management matters as prescribed by legislation.

The term of office of the previous Municipal Planning Tribunal expired following the completion of its extended three-year term approved in 2022. To ensure continuity in land use management and development decision-making, the municipality initiated a process to appoint a new Municipal Planning Tribunal in 2025 through a public nomination and selection process.

The Municipal Planning Tribunal plays a critical role in implementing the municipality's Spatial Development Framework, Land Use Scheme and broader development objectives by

ensuring that land development applications are assessed in a fair, transparent and legally compliant manner. Through its decisions, the Tribunal contributes towards sustainable spatial planning, orderly development, environmental protection and economic growth within the municipality.

7.14. WARD BASED PLANS

The 2026/2027 Ward Based Plans are attached as Annexure F.

7.15. BROAD BASED COMMUNITY NEEDS

Dr Nkosazana Dlamini Zuma Municipality has structures in place to address broad based community needs. One crucial structure in particular is the ward committee that is tasked with this function. The central purpose of this plan is to develop comprehensive tools to measure the performance of ward committees individually and collectively through the establishment of sector sub-committees. The local municipality has conducted the IDP roadshows, from which the broad-based community needs in each electoral ward were established, as indicated in the table below.

Table 59: Broad Based Community Needs

WARD NO.	VD NAMES	COMMUNITY REQUEST
WARD 1	Thunzi, Mqatsheni, Solokohlo, Ngqiya, Ntwasahlobo, Stepmore,Mhlangeni, Ridge	1. Mgqutshane Access Road 2. Stage 5 Access Road 3. Stepmore sportfield
WARD 2	Mahwaqa, Himeville, Nhlanhleni, KwaPitela, Bergview	1. RDP housing (Himeville,Nhlanhleni, Phumlani) 2. Mahwaqa sportfield 3. KwaPitela Floodlights
WARD 3	Underberg Location, Khubeni , St Francis, KaGwayiza	1. RDP houses 2. Khubeni Sportfield 3. Khubeni access road
WARD 4	Cabazi, Thonsini, Magcakini, Madwaleni, Mashayilanga	1. Amakhuze Rural Housing Project 2. Isibani Creche 3. Ngxola Creche
WARD 5	Ndulwini, Masamini, Ndodeni, Mpumlwane, Dazini, Khukhulela, Ndodeni, Nomagaga, Mlindeni, Skofill	1. Endodeni sportfield 2. Khethokuhle creche 3. Leki access road
WARD 6	Indumakude,Hlabeni,Ngcesheni,Isibonelo Esihle, Sbovini, Qulashe	1. Ngcesheni Community Hal 2. Dalibhungu Access Road

		3. Upgrade Hlabeni Community Hall
WARD 7	Tarsvalley, Mnqundekweni, Mahlahla, Gqumeni,Gala	1. Network aerial 2. Mnqundekweni crèche 3. Wifi satellite in halls
WARD 8	Mkhazeni, Sonyongwana, Gxalingenwa, Mwaneni	1. Sonyongwana to Mashayunina Access road 2. Magoso access road phase 2 3. Sbhalo Access road
WARD 9	Embhulelweni, Nkwezela, Ezitendeni, KwaPhini, Espolini, Ematendedni, Tafuleni, Sopholile and Obhukwini	1. Nkwezela bus shelter 2. Access steep hill concrete 3. Phini Creche
WARD 10	Mphephetha, Dingeka, Pholela, Ngonyama, Vusindaba	1. Water – Whole ward 2. Bridge - Vusindaba 3. Sportfield
WARD 11	Nkelabantwana, Mafohla, Bhidla, Mangwaneni, Macabazini, Ukhalo, Emazizini, Ntabamakhaba, Shaya, Bheni, Mandlezizwe, Mkhohlwa, Nkumba, Church and Mdayane	1. Mkhohlwa Creche 2. Bhidla housing 2nd Phase 3. Emacabazini creche
WARD 12	Sindawonye, Memela, Ndabakazibuzwa, Zashuke	1. D1207 High storm water pipe 2. Horse racing ground- Buthu 3. Water scheme
WARD 13	Sokhela,Mpumalanga, Seaford/Ntekaneni, Donnybrook, Dumabezwe, Ekuthuleni, Ngudwini, Shalisi	1. Bhawodi access road 2. Madlala access road 3. Nzayiwa access road
WARD 14	Glenmaize, Creighton, Nomgidi, Ndebeni, Michael, Woodhurst/Nomandlovu, Mjila	1. RDP housing 2. Jama access road 3. Nomgidi community hall
WARD 15	KwaSawoti, Emasameni,Sandanezwe, KwaJani and Skheshini	1. Mnywaneni community hall 2. Sawoti RDP housing 3. Water pumps

7.16. GOOD GOVERNANCE GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

The Strengths, weakness, opportunities and threats in terms of good governance and public participation are as follows:

SWOT ANALYSIS:GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
STRENGTHS	**OPPORTUNITIES**
• Functional War Rooms • Functional Ward Committees & vibrant Public Participation Unit responsible for public participation programmes • Communications unit established responsible for marketing the municipality as a brand • An effective Performance Management System monitored on a quarterly basis by a team of qualified Audit Committee Members. • Effective Risk and Internal Audit Units • Effective monitoring of performance management by Internal Audit Unit • Reporting of internal audit reports to APAC on a quarterly basis • Bi-annual physical verification of service delivery projects by both Internal Audit and Performance Management Units. • An Independent Risk Management Chairperson and vibrant Risk Champions per department • Fully effective Risk Management Committee • Effective Risk Champions Committee that sits on a quarterly basis • Management fully responds to recommendations by Internal Audit • Timeously responding to Auditor General's queries. • Fully Implementation of Auditor General's Action Plan	• Politically stable • Financially stable • Youthful and properly qualified personnel • Active public participation through partnership with Underberg and Himeville Ratepayers and Residents Associations. • Completion of Sani pass road to enhance economic opportunities • Signing of twinning agreements between the Republic of South Africa and Lesotho. • Established intergovernmental relations with the neighboring state: Mkhothlong Municipality in Lesotho to enhance local economic development • Potential to be used a model municipality for social cohesion& unity as the municipality accommodates different ethnic groups.

• Low staff turn-over at a Management Level • Open communication between AG, APAC and MPAC	
WEAKNESSES	**THREATS**
• Lack of enforcement of municipal bylaws • Lack of a local radio station to disseminate information • Lack of database for stakeholders • Lack of resources e.g. vehicle to attend different municipal programmes, Sites verification as part of M&E • Insufficient Budget for training and resources for Communications Unit	• Unresolved service delivery issues may lead to violent service delivery protests • Geographic features of the municipality poses negative impact on flow of information. • Poor network connections within the municipal jurisdiction

Table 95: Good Governance: SWOT Analysis

C.7.3.1. KEY CHALLENGES

The municipality experiences challenges relating to limited public participation and insufficient engagement by communities and business structures in the IDP, Budget and Performance Management System (PMS) processes. There is also a need to strengthen intergovernmental relations (IGR), communication systems and stakeholder participation mechanisms.

Institutional governance challenges include scheduling conflicts during PMS assessments, insufficient time for reviewing and validating performance reports, inconsistent data management systems, and weaknesses in risk identification and management processes. Non-adherence to submission deadlines by departments further affects reporting and institutional coordination.

The municipality also faces challenges associated with managing public perception and feedback through communication platforms and social media, particularly in relation to transparency, accountability and community trust.

C.8. COMBINED SWOT ANALYSIS

The following table is the combined SWOT Analysis:

Strengths	Weaknesses
Strategic location within the Harry Gwala District and gateway to the Drakensberg and Lesotho.	High unemployment and poverty levels.
Strong agricultural, forestry and tourism base.	Significant infrastructure backlogs in water, sanitation, roads and housing.
Rich environmental assets including biodiversity, protected areas, rivers and wetlands.	Dependence on grant funding and a limited municipal revenue base.
Approved Spatial Development Framework, Land Use Scheme and sector plans.	Shortage of critical and scarce skills in certain municipal functions.
Strong intergovernmental relations and partnerships with sector departments and external stakeholders.	Poor road infrastructure and limited ICT/network connectivity in some areas.
Functional governance structures, ward committees, war rooms and public participation mechanisms.	Inadequate maintenance of municipal infrastructure and community facilities.
Active LED, Tourism, Agricultural and MSME support structures.	Environmental degradation, soil erosion, invasive alien plants and illegal dumping.
Availability of strategic land for future development and human settlements.	Unsustainable funded projects and limited economic diversification.
Politically stable municipality with relatively low management turnover.	Weak enforcement of municipal by-laws and limited communication resources.
Opportunities	**Threats**
Expansion of tourism, agri-tourism, rail tourism and cultural tourism initiatives.	Climate change impacts, including droughts, floods, veld fires and severe weather events.
Agro-processing, forestry value chains and agricultural expansion.	Ongoing environmental degradation and loss of biodiversity.
Strategic partnerships with government, private sector and development agencies.	Continued unemployment, poverty and socio-economic inequality.
Expansion of broadband and digital infrastructure.	Vandalism and theft of municipal infrastructure and facilities.
Human settlement development and township establishment projects.	Service delivery protests arising from unresolved community concerns.
Renewable energy and green economy initiatives.	Encroachment into environmentally sensitive areas and productive agricultural land.
Expansion of SMME and cooperative support programmes.	Poor network coverage and communication barriers in rural areas.
Strengthening cross-border trade and cooperation with Lesotho.	Stock theft, crime, social ills, substance abuse and gender-based violence.
Investment attraction through strategic nodes such as Underberg, Himeville, Bulwer, Donnybrook and Creighton.	Fiscal constraints and potential reductions in grant allocations.

Implementation of precinct plans, nodal plans and infrastructure-led development.	Increasing infrastructure maintenance costs and ageing infrastructure.

C.9. COMBINED KEY CHALLENGES

The following table outlines the combined key challenges per KPA:

KPA	Key Challenges	Strategic Response
Municipal Transformation and Organisational Development	Staff turnover and shortage of scarce skills	Provide bursaries, training and professional development opportunities.
	Difficulty attracting and retaining qualified personnel	Improve employee development, succession planning and retention strategies.
	Resistance to change and limited understanding of PMS/IPMS	Conduct continuous PMS training and awareness programmes.
	Outdated policies, by-laws and regulations	Regularly review, update and streamline municipal policies and legislation.
	Inadequate record management and institutional knowledge retention	Strengthen records management systems and document council resolutions accurately.
	Weak data collection and reporting systems	Develop reliable data collection, verification and management systems.
Service Delivery and Infrastructure Development	Infrastructure backlogs in rural communities	Utilise grants and municipal resources to expand roads, electricity and basic services.
	Delays in housing delivery	Strengthen implementation of the Housing Sector Plan and Housing Think Tank.
	Inadequate water and sanitation services	Strengthen collaboration with Harry Gwala District Municipality for service provision.
	Limited economic infrastructure to attract investment	Acquire and prepare strategic land for development.
	Poor infrastructure maintenance	Increase maintenance budgets and implement maintenance plans.
	Vandalism of municipal infrastructure	Implement community awareness programmes and appoint infrastructure caretakers.

	Procurement and project implementation delays	Improve SCM processes, contract management and project monitoring systems.
Local Economic Development and **Social Development**	High unemployment and low economic growth	Promote investment, labour-intensive projects and local enterprise development.
	Financial constraints facing SMMEs and cooperatives	Establish funding support mechanisms and partnerships with development agencies.
	Lack of economic transformation in tourism	Promote training, empowerment and participation of previously disadvantaged communities.
	Limited investment incentives	Develop incentives and rebates to attract investment.
	Food insecurity	Support community food production initiatives and agricultural programmes.
	Limited skills development opportunities	Facilitate internships, mentorships and training programmes.
	Underdeveloped ICT sector	Expand broadband infrastructure and mobile network coverage.
	Unsustainable SMMEs	Establish business incubation and enterprise support programmes.
	Cross-border economic and migration pressures	Strengthen cooperation with neighbouring municipalities and Lesotho authorities.
	Non-compliance with trading by-laws and regulations	Strengthen by-law enforcement through partnerships with law enforcement agencies.
	Crime and community safety concerns	Strengthen Community Safety Unit and partnerships with SAPS.
	Stray animals affecting communities and road users	Improve pound services and enforcement of animal control by-laws.
	Youth unemployment and social vulnerability	Expand youth development, recreation and empowerment programmes.
	Limited access to social facilities and opportunities	Improve provision of community facilities and social programmes.
Financial Viability and Management	High dependence on grants	Diversify revenue sources and develop revenue-generating projects.

	High consumer debt owed to the municipality	Strengthen debt collection and revenue management systems.
	Weak financial sustainability	Grow the rates base through investment attraction and development.
	Delays in procurement affecting service delivery	Strengthen SCM planning, compliance and capacity.
	Inadequate cost recovery	Improve billing, valuation verification and tariff reviews.
	Delayed submission of departmental procurement requirements	Improve planning and coordination between departments.
	Incomplete or inaccurate financial documentation	Strengthen financial controls and creditor communication systems.
Good Governance and Public Participation	Public dissatisfaction and negative perceptions	Improve communication, transparency and stakeholder engagement.
	Limited public participation and awareness	Strengthen community consultation and feedback mechanisms.
	Data quality and reporting challenges	Improve monitoring, evaluation and information management systems.
	Weak accountability and governance practices	Strengthen oversight structures, compliance and governance systems.
Spatial Planning and Environmental Management (Cross-Cutting)	Unsustainable development practices	Strengthen public awareness and development management processes.
	Capacity constraints within the Planning Unit	Fill critical planning posts and build institutional capacity.
	Limited recycling and waste management initiatives	Develop waste recycling projects linked to job creation.
	Non-compliance with planning and building regulations	Strengthen enforcement and compliance monitoring.
	Environmental degradation, erosion and climate change impacts	Promote environmental rehabilitation, climate resilience and sustainable land use planning.

SECTION D – CHAPTER 4: MUNICIPAL VISION, GOALS AND OBJECTIVES

D.1. MUNICIPAL LONG-TERM VISION

Below is the Vision and Mission of the Municipality

The long-term development vision for Dr Nkosazana Dlamini-Zuma local municipality is:

VISION

To be a responsive quality service provider by 2030.

Our mission statement is as follows:

MISSION STATEMENT
Dr Nkosazana Dlamini Zuma Local Municipality will provide quality sustainable basic services, promote tourism, agriculture, good governance, community involvement, economic investment and protect the environment in its affairs.

Our Core Values are as follows:

CORE VALUES
Integrity
Professionalism
Accountability
Efficiency
Compassion
Value-for-money
Transparency

This IDP has therefore hidden call, all the departments tried to put in priority projects that will see the municipality not slowing down in-service delivery but having a greater impact with the little resources that it has.

The IDP narrative that consists of Demographic information and the Six National Key Performance Areas (KPAs) has been reviewed, but now been finalized. Sector Departments programmes have been submitted however the following departments have not yet submitted:

- The Department of Health
- The Department of Arts, Culture and Sports& Recreation
- Department of Agriculture

IDP objectives for all departments has been developed as well as the Draft Service Delivery and Budget Implementation Plan that will help measure the performance of our IDP. The 2026/27 SDF has been developed and its alignment will ensure in the final IDP. Ward Based Plans has also been developed and is attached to the document.

Service Delivery Charter and Standards?

The Batho Pele Policy/ Customer Care Policy developed internally using the guidelines from Cogta. The Policy was approved by Council as a draft with no amendments together with other policies in a Council meeting that will be held before 31 March 2026 and subsequently approved as a final policy on by 31 May 2026. The Service Delivery Charter and Standards will again be also workshopped to all Officials and it formed part of the policies that will be approved by Council by May 2026.

Service Delivery Improvement Plan (SDIP)?

- The 2026/27 Draft Service Delivery Improvement Plan is in place and will be attached to the IDP after it has been presented to Council for review. The three key issues as indicated in the plan to be improved are:

- **Maintenance of the Gravel access roads & installation of storm-water pipes**
- **Local Economic Development for job creation purposes**
- **Aerial network connections for cellphones**

The municipality is fully participating in the District Development Model as thoroughly explained in the 2026/27 IDP Framework and Process plan. The following tables indicates the representatives from Dr Nkosazana Dlamini-Zuma Local Municipality in all DDM Structures.

D.2. GOALS OBJECTIVES AND STRATEGIES

2.1. PERFORMANCE MANAGEMENT AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

The Performance Management Areas, Development Goals Strategies and Objectives, and Projects forthcoming from the IDP internalize the vision to actualize what it prescribes for development within the NDZ municipal area. While the spatial development framework is a spatial reflection of the vision and gives effect to the vision by guiding spatial development in the area. The table below captures the terminology essential in understanding the performance management areas the development goals, strategies and objectives undertaken by the municipality.

Table 96: Strategic Focus Areas

Strategic Focus Area	A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality needs to be strategically focused and only do what it is mandated to do, within the limits of its available resources, to deliver successfully on its development mandate.
Development Strategy	It defines the path or direction taken to strive towards achieving the goal(s) and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.
Development Objective	A clear, milepost, or marker along the strategically chosen path or direction (the Development Strategy) the objectives are put into place to achieve the goal(s). An objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within a specified time frame), thus S.M.A.R.T

It serves to highlight what the municipality has adopted a strategic structure, upon which the key performance areas, development goals and associated objectives and strategies are developed. This structure is illustrated below.

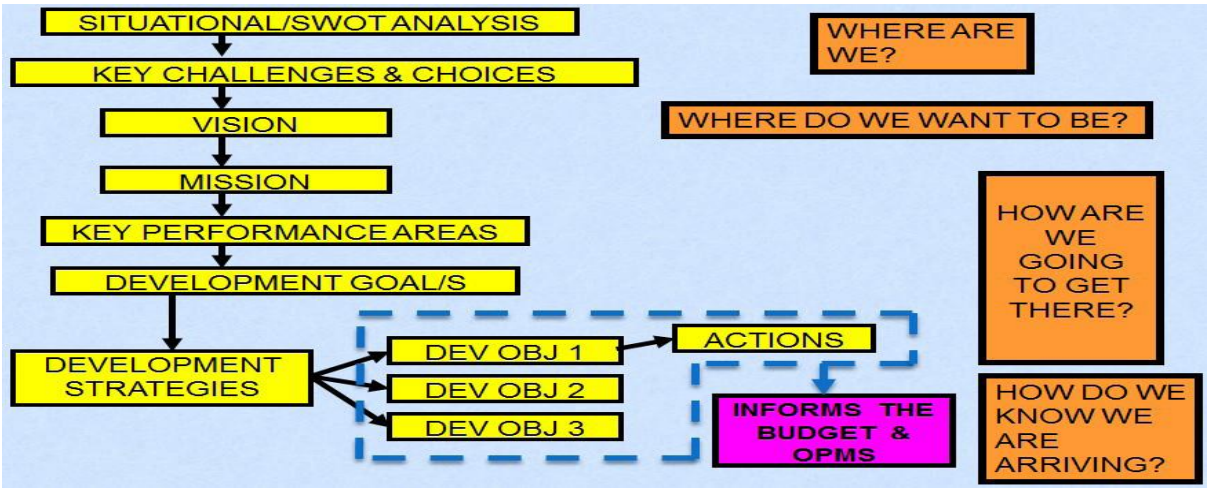


Figure 20: Strategic Structure adopted by Dr NDZ LM

Dr Nkosazana Dlamini-Zuma Local Municipality has formulated a strategic framework under which it aims to undertake the strategic objectives found in the objectives chapter D to achieve above-mentioned vision

Below is the table clearly articulating goals, strategies and objectives as per IDP Format Guidelines, which is also aligned to Back to Basics Pillars.

Table 97: Performance Management

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY** **NATIONAL KPI: .Financial Viability expressed by the Ratios** **GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services** **BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT** **BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES**					
GOALS	**OBJECTIVES**	**STRATEGIES**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**
4.1 Sound Financial Management	**4.1.1 To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027**	Preparation of municipal budget	Number of budget reports submitted to IDP/Budget Steering Committee & Council for Approval	3 Budget Reports submitted to Council	3
		Review of budget related policies	Number of reviewed budget related policies approved by Council	20 budget related policies reviewed and approved by Council last year.	20

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Development of Budget and Treasury reports	Number of Section 71 reports submitted	12 Section 71 submitted to Finance Committee and Treasury departments within 10 working days after the end of each month	1e

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Development of Budget and Treasury reports to monitor Capital Expenditure.	Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	73% of the municipality's capital budget was spent on capital projects	90% budget spent on BTO Capital Expenditure
		Management of financial resources to ensure sustainability for service delivery.	Number of months for cash/cost coverage	6 Months Cash Coverage Ratio	6 months
	4.1.2 To improve internal controls to effeciently manage municipal resources by 30 June 2027	Updating of GRAP Compliant municipal Asset Register	Number of GRAP compliant asset register compiled and updated	1 GRAP Compliant Asset Register compiled and updated	1

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Conducting of assets verification	Number of assets verifications conducted	1 Verification of assets conducted last year	1
	4.1.3 To procure goods and services in a manner that is fair, competitive for effective service delivery by 30 June 2027	Development of the Procurement plan	Number of procurement plans approved	2 Procurement plans were approved by Council last year	2
		Development & submission of SCM reports	Number of Quarterly SCM reports submitted to Council	4 Supply Chain Management Quarterly Reports submitted to Council	4
	4.1.4 To manage municipal expenditure to maximise financial viability by 30 June 2027	Adherence to Creditors Payment schedule	Percentage of creditors paid within 30 days of submission of a valid invoice	100% creditors paid within 30 days of submission of a valid invoice	100%
	4.1.5 To improve good governance and accountability by producing accurate financial reports 30 June 2026	Preparation of two sets of Financial Statements	Number of financial statements prepared and submitted to Internal Audit and Auditor General	2 financial statements prepared and submitted to Internal Audit and Auditor General	2

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	4.1.6 To improve revenue management for effective service delivery and financial viability by 30 June 2027	Revenue collection.	Percentage of revenue collected	80% of Revenue was collected	82% of revenue collected
		Implementation of the Supplementary Valuation roll	Number of Valuation roll compiled and implemented	1 Supplementary valuation roll compiled and implemented	1 Supplementary valuation roll compiled and implemented
		Monitoring of Budget expenditure to enhance service delivery	Percentage of OPEX Budget saved in line with Circular 82 of NT	2% of the OPEX, budget was saved in line with Circular 82 of National Treasury in	2% of the OPEX budget saved in line with Circular 82 of National Treasury
	4.1.7 To improve service delivery by providing basic needs by 30 June 2027	Updating of Indigent register	Number of indigent registers updated	1 Indigent register prepared	1 Indigent register updated
		Provision of free basic electricity (Indigent support) to Indigent people	Number of indigent households provided with FBE	821 households were provided with FBE	850 households provided with FBE

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 2026/2027 STATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	4.1.9 To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	% on implementation of AG's action plan in response to 2022/2023 Audit Report	Percentage on implementation of AG's action plan presented to oversight structures	100% achieved on the implementation of AG's Action plan and presented to Oversight Structures	100%
		Attendiing Risk Management Committee Meetings	Number of Risk Management Committee Meetings attended	New Project	4
	4.1.10 To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to PMS Unit	4 B2B reports Quarterly reports submitted to PMS Unit	4
		Conducting Performance Assessments for Middle Managers (IPMS)	Number of IPMS assessments conducted(Middle Managers)	IPMS assessments conducted(Middle Managers)	4

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
1.1 Building capable local government institutions	**1.1.1 To review existing and new HR policies to improve effectiveness and efficiency in service delivery by 30 June 2027**	Number of Corporate Support Services Policies and strategies reviewed, and approved by Council	30 HRM policies & 1 HR Strategy in place	51 policies and 1 HR strategy reviewed and approved by council: 30 existing and 3 additional HR policies and 1 HR strategy,9 ICT Policies,1 ICT Strategy, 2 Frameworks and 1 ICT BCP 5 Registry Policies and 1 new Municipal Housing Policy
	1.1.2 Capacitating employees on existing and new Corporate Support Services HR and ICT policies Strategies to improve	Number of HR policy capacitation workshops conducted for municipal employees	2 HR Policies capacitation workshops conducted	2

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	effectiveness and efficiency in service delivery by 30 June 2027			
	1.1.3 To ensure compliance with the approved Employment Equity Plan	Number of reports submitted to Department of Employment & Labour	Employment Equity Report submitted to DEL	Submission of EE Report to DEL by 31 March 2027
	1.1.4 To enhance wellbeing of municipal employees for effective service delivery by 30 June 2027	Number of Wellness Programmes conducted	3 Wellness Programmes conducted	2

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	1.1.5 To maintain a healthy & safe work environment within the municipality for efficient and effective service delivery by 30 June 2027	Number of OHS Meetings coordinated	4 OHS Meetings coordinated	4
	1.1.6 To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	Percentage of the municipality's budget actually spent on implementing its worksplace skills plan	73% of the workplace skills plan budget actually spent.	??
		Number of training programmes coordinated for Councillors	2 Councillor Training Programmes were coordinated in 2024/25 fy	2
	1.1.7 To Cascade IPMS to Middle Management	Number of IPMS Assessments coordinated for Middle Managers	4 IPMS Assessments were coordinated for 2024/2025 financial year.	4

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	1.1.8 To provide responsive information and communication technology processes for effective operations in the municipality by 30 June 2027	Percentage of data back-ups conducted in line with the ICT disaster recovery plan	100% of data backup conducted in line with the ICT disaster recovery plan	100%
	1.1.9 To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Number of Council meetings coordinated	10 council meetings were coordinated.	9
		Number of Council Resolution Registers produced and Implemented	09 Council Resolution Registers produced and 09 resolutions registers implemented	9
		Percentage of the department's annual capital budget actually spent on capital projects	63% Spending of Corporate Support Services capital expenditure	90%

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Number of Risk Management Committee Meetings attended	New Project	4
	1.1.10 To inculcate a culture of being a responsive and accountable organisation on complaints raised by members of the public by 30 June 2027	Percentage of complaints relating to local municipal services referred to the relevant department	100% of complaints relating to local municipal services referred to relevant departments responded to	100%
	1.10.11 To improve revenue management for effective service delivery and financial viability by 30 June 2027	Number of revenue enhancement projects implemented to improve municipal revenue	5 Projects were implemented to enhance municipal revenue	4
	1.10.12 To improve organisational performance for effective service	Number of Back to Basics quarterly reports submitted to the PMS Unit	4 B2B Quarterly reports submitted to PMS Unit	4

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
2026/2027 CORPORATE SUPPORT SERVICES DEPARTMENT: STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	delivery by 30 June 2027			
	1.10.13 To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	To improve access to higher education for learners residing in Dr Nkosazana Dlamini Zuma Local Municipality by awarding municipal bursaries to qualifying Grade 12 graduates for studies at accredited tertiary institutions by 30 June 2027.	10 students were awarded bursaries in 2025/26 fy	50
	1.10.14 To improve organisational efficiency by ensuring timely filling of approved vacant positions by 30 June 2027	Percentage of approved vacant positions filled within 90 working days from the date of receipt of a complete recruitment request from internal departments.	229 employees appointed in the approved organogram in 2025/26 fy	100%

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP
BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
2.1 Delivering Basic Services and Infrastructure	**2.1.1 To improve storm water control in roads infrastructure by 30 June 2027**	Installation of Storm-water pipes.	Number of meters of storm-water pipes installed	170 Metres of storm water pipes installed	187.5m
	2.1.2 To improve access to roads infrastructure by 30 June 2027	Construction of Asphalt/Concrete Road 1. Mandawe Concrete Road	Number of kilometers of gravel roads upgraded to concrete surface.	0.848 km of upgrading of gravel to concrete constructed	0.534 km

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Renewal of Gravel Roads: 1.Zidweni Access Road 2. Mqondisi Nyide Access Road 3. Mangwaneni community hall Access Road 4. Mlimandlela Access Road	Number of kilometers of gravel roads renewed	20.508 km of gravel roads renewed	5.41 km

		Maintenance of Gravel Roads 1. Ntshiza Access Road 2. Seaford Phase 2 Access Road 3. Diphini Access Road 4. Mbeje Access Road 5. KwaZondi Access Road 6. Sonyongwana Phase 2 Access Road 7. Khalemgodini Access Road Access Road 8. Memela Access Road (ward 09) 9. Sakhile Mtolo Access Road 10. Mafohla Access Road 11. Gaye Access road 12. Tarsvalley Access Road 13. Sithole Access Road 14. Memela Access Road (ward 12) 15. Junction Access Road 16. Kwasawoti Access road	Number of kilometers of gravel roads maintained	23.236km of gravel Roads maintained	20.968 km

		17. Voyizana Access road.			

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Construction of pedestrian bridges: 1) Ndlangisa Pedestrian Bridge 2) Gobhogobho Pedestrian Bridge 3) Half My Right Pedestrian Bridge 4) Ntwasahlobo Pedestrian Bridge	Number of pedestrian bridges constructed	0 (EIA studies completed, no bridges constructed)	4

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	2.1.3 To improve waste management infrastructure and environmental compliance by 30 June 2027	Fencing of Bulwer Landfill site	Number of meters of Bulwer landfill site fenced	0	Fencing of Bulwer Landfill Site
	2.1.4 To improve access to buildings and recreational facilities by 30 June 2027	Construction of Community halls Nomgidi Community hall	Number of community halls constructed	1 Community hall was constructed in 2024/25 fy (Thonsini Community Hall)	1
		Construction of Sports Fields 1) Bazini sport fields	Number of sport fields constructed	1 Sportsfield was constructed	1

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Construction of Sports Fields 1) Creighton Regional Sports Centre: Phase 3 (Athletic track)	Number of meters of athletic Track constructed in Creighton Regional Sportsfield	0	Meters
		Maintenance of Community Assets 1. Himeville Transfer station 2.Mncane Sosibo Comm Hall 3. Sonyongwane Comm Hall 4.Nkwezela Comm Hall 5.Hlafuna Comm Hall 6.Mphithini Comm Hall	Number of community assets maintained	6 Community Assets Maintained	6

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Mantainance of Municipal Buildings 1. Old Municipal Builing	Number of municipal buildings maintained	5 Municipal buildings were maintained in 2024/25 fy	1
		Refurbishment of Municipal Buildings 1. Nkelabantwana Community Hall 2. Creighton Main Office	Number of municipal buildings refurbished	0	2
		Construction of Bus shelters	Number of Bus Shelters constructed	8 Bus Shelters were constructed	7

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	2.1.5 To improve access to electricity by 30 June 2027	Installation of High Mast Lights at Nkwezela and Nkumba	Number of high mast lights installed	68 street lights installed in 2024/25 fy	2
	2.1.6 To improve access to solid waste management services by 30 June 2027	Solid Waste Management	Percentage of households with access to solid waste removal	100% of households with access to solid waste removal	100%
		Solid Waste Management	Percentage of households with access to free solid waste removal	100% of households with access to free solid waste removal	100%
	2.1.7 To improve access to housing infrastructure by 30 June 2027	Facilitation of housing projects	Number of housing projects facilitated	34 Housing projects Facilitated	32

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	2.1.8 To report job opportunities created through infrastructure development projects and EPWP grant funding by 30 June 2027	Extended Public Works Programme (EPWP)	Number of Work Opportunities created through EPWP Grant	302 Work Opportunities created through EPWP	143
	2.1.9 To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Capital budget expenditure	Percentage of the municipality's annual capital budget actually spent on capital projects	93% of the municipality's annual capital budget actually spent on capital projects	95%

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Attendiing Risk Management Committee Meetings	Number of Risk Management Committee Meetings attended	New Project	4
	2.1.10 To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to PMS Unit	4 Back to Basics reports submitted	4
		Conducting Performance Assessments for Middle Managers	Number of performance assessments conducted for Middle Managers	4 Performance Assessments conducted for Middle Managers	4

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
3.1. To promote inclusive economic growth, social development and community wellbeing through sustainable local economic development initiatives and social programmes	**3.1.1 To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027**	Conduct Firebreaks in fire high risk areas	Number of firebreaks conducted in identified areas	5 areas where firebreaks were conducted	5
		Review and approval of the Disaster Management Sector Plan	Number of Disaster Management Sector Plans reviewed and approved by Council	Reviewed Disaster Management Sector Plan	1
		Procurement of Disaster Relief Kit	Number of Disaster Relief Kits Procured and delivered	3 Disaster Relief Kits delivered	Procurement of 1 Disaster Relief Kit (100 blankets, 100 Sponges, 100 plastic sheeting) and delivered by 30 June 2026.
		Procurement and Installation of Lightning Conductors	Number of Lightning Conductors Procured and Installed	40 lightning conductors procured and installed	50

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
		Conduct Fire Safety Inspections	Number of Fire Inspections Conducted	80 Fire Inspections Conducted	80
	3.1.2 To ensure improvement of literacy levels and encourage culture of reading by 30 June 2027	Training Programmes for Community Members	Number of capacity building/training programmes for communities	10 Computer Trainings classes & trainings Conducted for communities	5: Basic Computer Trainings Training for Jockey's Training for Crafters Drivers Licence Training Security Training Programme
	3.1.3 To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2027	Procurement and delivery of transport assets	Number of vehicles procured and delivered	7 vehicles procured	2
	3.1.4 To Ensure Improved and integrated Institutional Capacity and	Procurement and delivery of satelitte parkhomes	Number of Parkhomes procured and delivered	1 Parkhomes procured	1

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	Reponses to Disaster Incidents Or Disasters by 30 June 2027	Procurement of furniture and equipment items	Number of furniture and equipment items procured and delivered	104	86 furniture and equipment items procured and delivered
	3.1.5 To ensure fuctionality and accessibity of Parks and Municipal amenties by maintaining and monitoring by 30 June 2027	inspection reports on the functionality and maintenance needs of Parks, Cemeteries, Halls, Taxi Ranks, and Sports Fields	Number of inspection reports on the functionality and maintenance needs of municipal facilities (parks, cemeteries, halls, taxi ranks and sports fields) compiled and submitted quarterly	4 reports on the functionality of 1. parks & cemetries 2. Halls ,Taxi Ranks and Sports fields compiled and submitted in the previous year	4
	3.1.6 To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back-to-Basics reports submitted to the PMS Unit	4 Back-to- Basics reports submitted to the Office of the MM	4
		Coordination of Individual Performance Management systems	Number of IPMS assessments coordinated(Middle Managers)	4	4

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	3.1.7 To improve revenue management for effective service delivery and financial viability by 30 June 2027	Revenue Enhancement	Number of revenue enhancement projects implemented to improve municipal revenue	1 projects implemented to enhance municipal revenue	1
	3.1.8 To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Capital budget expenditure	Percentage of the department's annual capital budget actually spent on capital projects	100%	100 % Spending of CSS capital expenditure
		Attendiing Risk Management Committee Meetings	Number of Risk Management Committee Meetings attended	New Project	4

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	3.1.9 To strengthen social cohesion and community wellbeing through the implementation of awareness programmes addressing health and social challenges by 30 June 2027.	Coordination of programmes that promote social cohesion, healthy living and address social ills	Number of community outreach programmes implemented to promote healthy living and address social challenges	6:Community Outreach Programmes implemented to promote healthy living and address social challenges in 2025/26 fy	6: 1.Intergrated Community Safety 2.Awareness Library Outreach Programme 3.Multi-Stakeholder Roadblock 4.Coordination of Special Groups Forum 5.Back to School Campaigns 6.Awareness Campaigns to promote Bulwer CSC

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 STRATEGIC OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	3.1.10 To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	To improve access to higher education for learners residing in Dr Nkosazana Dlamini Zuma Local Municipality by awarding municipal bursaries to qualifying Grade 12 graduates for studies at accredited tertiary institutions by 30 June 2027."	Number of bursaries awarded to qualifying students residing within the jurisdiction of Dr Nkosazana Dlamini Zuma Local Municipality in accordance with the approved Municipal Bursary Policy by 30 June 2027."	10 students were awarded bursaries in 2025/26 fy	50

NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT
GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan
BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST
BACK TO BASICS PILLAR 3: GOOD GOVERNANCE
OFFICE OF THE MUNICIPAL MANAGER: 2026/2027 STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
5.1 To promote good governance, public participation, accountability and effective oversight through sound institutional systems and community engagement	5.1.1 To review and develop a multi-year strategic plan that responds to the needs of the community by 30 June 2027	Submit draft and final 2026/27 IDP to MEC: Cogta Develop 2026/2027-2030/31 Integrated Development Plan (IDP),	Number of Integrated Development Plan (IDPs), adopted by Council and submitted to the MEC: COGTA within the legislated timeframe	1) 01 Draft 2025/26 IDP reviewed 2) Final IDP for 2025/26 was reviewed	2: 2026/27 IDP & 2026/27-2030/31
	5.1.2 To inculcate a culture of good governance, compliance and effective internal	Conducting Performance Assessments for Section 54/56 Managers	Number of Performance Assessments conducted for Section 54/56 Managers	4 Performance Assessments reports produced	4

NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT
GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan
BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST
BACK TO BASICS PILLAR 3: GOOD GOVERNANCE
OFFICE OF THE MUNICIPAL MANAGER: 2026/2027 STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	controls by 30 June 2027	Submission of quarterly performance reports to Council oversight structures	Number of Performance reports submitted to Council oversight structures	4 performance report submitted to APAC& Council	4
		Risk management registers developed and monitored	Number of reports on risk registers developed and monitored.	4 reports on risk registers monitored and 1 risk register developed for 2025/2026.	5
		Development of 2027/28 Internal Audit Annual Plan	Number of Internal Audit Plan developed and submitted to APAC	1 Internal Audit Plan developed	1
		Risk Management	Number of Anti- Fraud and Corruption awareness	,4 Anti-fraud and awareness campaigns conducted.	4

		PMS Policy/Framework Fraud Prevention Policy Organizational Gift Policy Whistling Blowing Policy Risk Mnagement Policy Anti fraud and Corruption Strategy Risk Management Strategy IA Methodology Internal Audit Charter Audit Committee Charter Risk Management Committee charter	Number of policies, strategies, methodology &charters reviewed **(Number of governance documents reviewed)**	5 Policies, 2 Strategies,1 IA Methodology & 2 Charters were reviewed	17: 1. PMS Policy 2. Communications Policy 3. Ward Committee Policy 4. Customer Care Policy 5. Public Participation Strategy 6. Internal Audit Charter 7. Internal Audit Methodology 8. Internal Audit Strategy 9. Combined Assurance Policy 10. Audit Committee Charter 11. Risk Management Policy 12. Risk Committee Charter 13. Fraud and Prevention Policy 14. Enterprise Risk Management Framework 15. Whistle-Blowing Policy 16. Organisational Gift Policy 17. Code of Ethical Leadership.

		Develop and monitor implementation of the AG's action plan	Percentage of Auditor-General audit findings addressed in accordance with the approved Audit Action Plan	2 Monitoring reports on the implementation of AG's Action plan were presented to Oversight Structure in 2024/25 fy	100%

		Capital budget expenditure	Percentage of the municipality's annual capital budget actually spent on capital projects	86% of a municipality's annual capital budget actually spent on capital projects	90%

		Capital budget expenditure(Grants)	Percentage of conditional grants spent in line with the approved grant framework	99 % of municipality's grants received actually spent on capital projects: Grant expenditure on capital projects: (IMIG, INEP, FMG, EPWP, Library Services, Cleanest Municipality)	100%

		coordinating Risk Management Committee Meetings	Number of Risk Management Committee Meetings coordinated	New Project	4

NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT
GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan
BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST
BACK TO BASICS PILLAR 3: GOOD GOVERNANCE
OFFICE OF THE MUNICIPAL MANAGER: 2026/2027 STRATEGIES AND OBJECTIVES

GOALS	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET
	5.1.3 To encourage participation of the local community in the affairs of the municipality by 30 June 2027	Coordinating Combined quarterly ward committee meetings	Number of combined quarterly ward committee meetings coordinated	,4 combined quarterly ward committee meetings coordinated	4
		Publishing of municipal programmes through media platforms	Number of municipal programmes published in different media platforms	186 Municipal programmes were published in different media platforms	186
	5.1.4 To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to COGTA	4 Back to basics reports submitted to COGTA	4
		Coordination of Individual Performance Management systems	Number of IPMS assessments coordinated(Middle Managers)	04 Performance Assessments for Middle Managers were conducted.	4

D.5. 5 YEAR SCORECARD

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan
BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 1	All	Outdated and fragmented HR & ICT policies	To review existing and new HR policies to improve effectiveness and efficiency in service delivery by 30 June 2027	Number of Corporate Support Services Policies and strategies reviewed, and approved by Council	51	20	30 HRM policies & 1 HR Strategy in place	51 policies and 1 HR strategy reviewed and approved by council : 30 existing and 3 additional HR policies and 1 HR strategy,9 ICT	51	51	51	51	N/A	Own Revenue	Corporate Support Services	**Quarter 1** NA **Quarter 2** Attendance Register Agenda and Notice **Quarter 3** Attendance Register Programme **Quarter 4** Notice of Meeting Council Resolution with a List of 45 Approved Policies and 2HR Strategy

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
								Policies,1 ICT Strategy, 2 Frameworks and 1 ICT BCP 5 Registry Policies and 1 new Municipal Housing Policy								

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 2	All	Lack of staff awareness of policies	Capacitating employees on existing and new Corporate Support Services HR and ICT policies Strategies to improve effectiveness and efficiency in service delivery by 30	Number of HR policy capacitation workshops conducted for municipal employees	2	0	30 HR Policies workshop conducted	2	2	2	2	2	N/A	Own Revenue	Corporate Support Services	**Quarter 1 & 3** Signed Workshop Report Notice of Workshop **Quarter 2-4** N/A

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
GENERAL KPI: 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.
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027													
CORP 3	All	Non-compliance with Employment Equity	To ensure compliance with the approved Employment Equity Plan	Number of reports submitted to Department of Employment & Labour	1	0	Employment Equity Report submitted	Submission of EE Report to DEL by 31 March 2027	1	1	1	1	N/A	Own Revenue	Corporate Support Services	**Quarter 3** Letter from DEL (Proof of submission/acknowledgment letter)

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 4	All	Employee wellness challenges	To enhance wellbeing of municipal employees for effective service delivery by 30 June 2027	Number of Wellness Programmes conducted	2	1	3 programmes conducted	2	2	2	2	2	R73 970	Own Revenue	Corporate Support Services	**Quarter 1 & 3- N/A** **Quarter 2 & 4** Notice Signed Wellness Report
CORP 5	All	Workplace safety risks	To maintain a healthy & safe work environment within the	Number of OHS Meetings coordinated	4	0	4 meetings coordinated	4	4	4	4	4	N/A	Own Revenue	Corporate Support Services	**Quarter 1-4** Notice of Meeting & Minutes

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			municipality for efficient and effective service delivery by 30 June 2027													
CORP 6	All	Under-investment in skills development	To capacitate all municipal employees to improve performance of the set objectives by	Percentage of the municipality's budget actually spent on implementing its workspace	100%	27% gap	73% spent	??	92%	95 %	97 %	100 %	R850 000	Skills Levy	Corporate Support Services	**Quarter 1** Specification **Quarter 2-4** Attendance Register Signed Close-out Report with the number of people capacitated.

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			30 June 2027	skills plan												
CORP 7	All	Skills gap among councillors	To capacitate all Councillors to improve performance of the set objectives by 30 June 2027	Number of training programmes coordinated for Councillors	2	0	2 trainings conducted	2	2	2	2	2	R236 000	Own Revenue	Corporate Support Services	**Quarter 1** Specification **Quarter 2** N/A **Quarter 3 & 4** 1. Attendance Register 2. Signed Close-out Report indicating number of trainings coordinated for councillors

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 8	All	Weak performance management	To Cascade IPMS to Middle Management	Number of IPMS Assessments coordinated for Middle Managers	4	0	4 assessments conducted	4	4	4	4	4	N/A	Own Revenue	Corporate Support Services	**Quarter 1-4** Signed Quarterly Performance Reports
CORP 9	All	Risk of data loss and weak ICT disaster recovery	To provide responsive information and communication technology processes for effective operatio	Percentage of data back-ups conducted in line with the ICT disaster recovery plan	100%	0%	100% of data backup conducted in line with the ICT disaster recovery plan	100%	100 %	100 %	100 %	100 %	R514 053	Own Revenue	Corporate Support Services	**Quarter 1-4** Quarterly Report on the monitoring of In-house and Off-Site Back Up (Corporate Support Services Committee)

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			ns in the municipality by 30 June 2027													
CORP 10	All	Ineffective council coordination	To inculcate a culture of good governance compliance and effective internal controls by 30	Number of Council meetings coordinated	10	1	10 council meetings were coordinated	9	10	10	10	10	Operational	Own Revenue	Corporate Support Services	Quarter 1-4 1. Notice 2. Signed Minutes 3. Attendance Register

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
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CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027													
CORP 11	All	Poor tracking of council resolutions	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Number of Council Resolution Registers produced and Implemented	9	0	09 Council Resolution Registers produced and implemented	9	9	9	9	9	Operational	Own Revenue	Corporate Support Services	**Quarter 1-4** Signed Council Resolution Register

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 12	All	Poor complaints management responsiveness	To inculcate a culture of being a responsive and accountable organisation on complaints raised by members of the public by 30 June 2027	Percentage of complaints relating to local municipal services refered to the relevant department	100%	0%	100% of complaints responded to	100%	100 %	100 %	100 %	100 %	N/A	Own Revenue	Corporate Support Services	**Quarter 1-4** Quarterly Complaints Management report submitted to Corporate Services Committee

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
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CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 13	All	Limited revenue enhancement initiatives	To improve revenue management for effective service delivery and financial viability by 30 June 2027	Number of revenue enhancement projects implemented to improve municipal revenue	6	2	5 projects implemented	4	5	6	7	8	Operational	Own Revenue	Corporate Services Department	**Quarter1- 4** Detailed report or proof of payment indicating project implemented to improve municipal revenue
CORP 14	All	Weak performance reporting systems	To improve organisational performance for effective service	Number of Back to Basics quarterly reports submitt	4	0	4 reports submitted	4	4	4	4	4	N/A	Own Revenue	Corporate Services Department	**Quarter 1-4** Progress Reports on Back to Basics Proof of Submission to PMS Unit

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			delivery by 30 June 2027	ed to the PMS Unit												
CORP 15	All	Low capital expenditure performance	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Percentage of the department's annual capital budget actually spent on capital projects	100%	37% gap	63% spent	90%	92%	94 %	96 %	98 %	R2 269 808	Own Revenue	Corporate Services Department	**Quarter 1-2 N/A** **Quarter 3-4** Detailed Capital Budget

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 16	N/A	Limited access to higher education funding	To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	Number of bursaries awarded	50	40	10 students awarded bursaries	50	50	55	60	65	Budget for External Bursaries	Grant / Own Revenue	HR Unit	**Quarter 1, 2& 4** None **Quarter 3** Close-out Report Beneficiary List

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CORP 17	N/A	Delays in filling critical vacancies	To improve organisational efficiency by ensuring timely filling of approved vacant positions by 30 June 2027	Percentage of approved vacant positions filled within 90 working days from the date of receipt of a complete recruitment request from internal	100%	0%	229 employees appointed	100%	100 %	100 %	100 %	100 %	Employee Costs	Own Revenue	HR Unit	**Quarter 1-4** 1. Request from Internal Departments 2. Approved Organisational Structure 3. Adverts 4. HR Recruitment Report submitted to Corporate Support Portfolio Committee

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS
CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
				departments.												
CORP 18	N/A	Weak risk management oversight	To inculcate a culture of good governance compliance and	Number of Risk Management Committee Meetings	4	0	New Project	4	4	4	4	4	Operational	Own Revenue	Risk Management Unit	**Quarter 1- 4** Attendance Register Minutes

NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT
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CORPORATE SUPPORT SERVICES DEPARTMENT: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVE	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			effective internal controls by 30 June 2027	attended												

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP
BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	FUNDING SOURCE	PORTFOLIO OF EVIDENCE
PWBS 1	All	Flooding and inadequate storm water drainage infrastructure	To improve storm water control in roads infrastructure by 30 June 2027	Number of meters of storm-water pipes installed	170 Metres of storm water pipes installed	NA	170 Metres of storm water pipes installed	187.5m	200m	210m	220m	230m	PWBS	R 1 500 000.00	MIG	**Q 1** Signed Detailed Progress reports of all activities done **Quarter 2** Signed Detailed Progress Report of all activities done in project **Quareter 3** N/A **Quarter 4** 1) Signed

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP
BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	FUNDING SOURCE	PORTFOLIO OF EVIDENCE
																Detailed Progress Report of all activities done in project 2) Signed Practical Completion certificate

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP
BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	FUNDING SOURCE	PORTFOLIO OF EVIDENCE
PWBS 2	15	Poor road accessibility and gravel road conditions	To improve access to roads infrastructure by 30 June 2027	Number of kilometers of gravel roads upgraded to concrete surface.	0.848 km of upgrading of gravel to concrete constructed	NA	0.848 km of upgrading of gravel to concrete constructed	0.534 km	0.65 km	0.70 km	0.80 km	0.90 km	PWBS	R 2 000 000.00	MIG	**Quarter 1:** N/A **Quarter 2:** Appointment letter **Quarter 3:** Progress report **Quarter 4: Prcatical complete**
PWBS 3	10	Environmental risks and non-compliant	To improve waste management	Number of meters of Bulwer landfill site fenced	0	NA	0	Fencing of Bulwer Landfill Site	Maintenance	Maintenance	Maintenance	Maintenance	PWBS	R 5 456 084.00	MIG	**Quarter 1:** N/A **Quarter 2:** N/A **Quarter: 3& 4** 1. Appointme

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
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OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
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		landfill sites	infrastructure and environmental compliance by 30 June 2027													nt and Progress Report signed by the Engineer

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PWBS 4	04,07,09,11	Poor road conditions and lack of maintenance	To improve access to roads infrastructure by 30 June 2027	Number of kilometers of gravel roads renewed	20.508 km of gravel roads renewed	NA	20.508 km of gravel roads renewed	5.41 km	6.0km	6.5km	7.0km	7.5km	PWBS	R 3 000 000.00	MIG	**Quarter 1:** Appointment Letter/Purchase Order **Quarter 2-3** 1. Signed Practical Completion Certificate. 2. Listing of Roads Renewed.

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PWBS 5	All	Deteriorating gravel road network	To improve access to buildings and recreational facilities by 30 June 2027	Number of community halls constructed	1 Community hall was constructed in 2024/25 fy (Thonsini Community Hall)	NA	23.236 km of gravel roads maintained	1	21km	22km	23km	24km	PWBS	R 6 500 000.00	MIG	**Quarter 1:** N/A **Quarter 2:** 1 Appointment letter **Quarter 3** N/A **Quarter 4** 1. Signed Practical Completion Certificates 2. List of Completed Projects

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PWBS 6	14	Lack of community facilities	To improve access to buildings and recreational facilities by 30 June 2027	Number of sport fields constructed	1 Sports field was constructed	NA	1 Community hall constructed in 2024/25 fy	1	1	1	1	1	PWBS	R 2 500 000.00	MIG	**Quarter 1:** N/A **Quarter 2:** Appointment letter **Quarter 3:** N/A **Quarter 4** Prcatical Completeion

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
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PWBS 7	8	Limited recreational infrastructure	To improve access to buildings and recreational facilities by 30 June 2027	Number of meters of athletic Track constructed in Creighton Regional Sportsfield	0	NA	1 Sports field was constructed	?? Meters	1	1	1	1	PWBS	R 2 500 000.00	MIG	**Quarter 1:** Progress report **Quarter 2:** Practical completion **Quarter 3:** N/A **Quarter 4** N/A

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PWBS 8	14	Incomplete sports infrastructure development	To improve access to roads infrastructure by 30 June 2027	Number of pedestrian bridges constructed	0 (EIA studies completed, no bridges constructed)	NA	0	4	?? Meters	?? Meters	?? Meters	?? Meters	PWBS	R 3 533 401.00	MIG	**Quarter 1:** Appointment letters for Half my rights and Ntwasahlobo Pedestrain Bridges **Quarter 2-3** Practical Completions **Quarter 4** Signed Practical Completion Certificate Listing of

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																completed bridges

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PWBS 9	5,10,12, 1	Unsafe river crossings	To improve access to buildings and recreational facilities by 30 June 2027	Number of community assets maintained	6 Community Assets Maintained	NA	0 (EIA studies completed)	6	4	4	4	4	PWBS	R 20 888 154.00	MIG	**Quarter 1:** N/A **Quarter 2:** (1). Appointment letters **Quarter 3:** (1). N/A **Quarter 4:** Signed Prcatical completion certificates

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PWBS 10	02,04,08,09,10,12	Aging community infrastructure	To improve access to buildings and recreational facilities by 30 June 2027	Number of municipal buildings maintained	5 Municipal buildings were maintained in 2024/25 fy	NA	6 Community Assets Maintained	1	6	6	6	6	PWBS	R 3 700 000.00	MIG	**Quarter 1:** N/A **Quarter 2:** Appointment **Quarter: 3** Signed Practical Completion Certificates **Quarter 4** N/A

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P W BS 11	14	Deterio rating municip al building s	To impr ove acce ss to build ings and recr eatio nal facili ties by 30 June 2027	Number of municipal buildings refurbishe d	0	NA	5 Munici pal buildin gs were maint ained in 2024/ 25 fy	2	1	1	3	3	PWBS	R 200 000.0 0	MIG	**Quarter 1:** N/A **Quarter 2:** N/A **Quarter 3** Appointme nt letter **Quarter 4:** Practical completion certificate

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PWBS 12	11 and 14	Aging infrastructure requiring refurbishment	To improve access to buildings and recreational facilities by 30 June 2027	Number of Bus Shelters constructed	8 Bus Shelters were constructed	NA	0	7	2	2	2	2	PWBS	R 1 000 000.00	MIG	**Quarter 1:** Appointment letters **Quarter 2:** NA **Quarter 3** 1. Signed Practical Completion certificates 2. Listing of Bus Shelters constructed **Quarter 4:** NA

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PWBS 13	9 to 15	Lack of public transport infrastructure	To improve access to electricity by 30 June 2027	Number of high mast lights installed	68 street lights installed in 2024/25 fy	NA	8 Bus Shelters were constructed	2	8	9	10	11	PWBS	R 600 000.00	MIG	**Quarter 3** Appointment letter **Quarter 4** Signed Practical Completion Certificates
PWBS 14	All	Poor street lighting and safety risks	To improve access to solid waste management	Percentage of households with access to solid waste removal	100% of households with access to solid waste removal	NA	68 street lights installed	100 %	4	6	8	10	PWBS	R 300 000.00	MIG	Quarter 1-4 1.Waste Collection Quartely Reports to PWBS Committee. 2.Billing Register.

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			services by 30 June 2027													
PWBS 15	All	Waste management service sustainability	To improve access to solid waste management services	Percentage of households with access to free solid waste removal	100% of households with access to free solid waste removal	NA	100% of households with access to solid waste removal	100 %	100%	100%	100%	100%	PWBS	Operational	OPERATIONAL	Quarter: 1-4 1.Waste Collection Quartely Reports to PWBS Committee 2.Indigent register

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			by 30 June 2027													
PWBS 16	All	Provision of free basic services	To improve access to housing infrastructure by 30	Number of housing projects facilitated	34 Housing projects Facilitated	NA	100% of households with access to free solid waste removal	32	100%	100%	100%	100%	PWBS	Operational	OPERATIONAL	**Quarter: 1-4** 1. Human Settlement Reports submitted to PWBS committee and 2. Minutes of the Housing Think

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			June 2027													Tank Committee 3. Listing of 32 Housing Projects reflecting wards and units per project
PWBS 17	All	Housing backlog	To report job opportunities created through EPWP Grant	Number of Work Opportunities created through EPWP Grant	302 Work Opportunities created through EPWP	NA	34 Housing projects Facilitated	143	32	32	32	32	PWBS	Operational	OPERATIONAL	**Quarter 1-4** 1. Listing of all EPWP workers

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			infrastructure development projects and EPWP grant funding by 30 June 2027													

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PWBS 18	All	High unemployment	To inculcate a culture of good governance compliance and effective internal controls by 30	Percentage of the municipality's annual capital budget actually spent on capital projects	93% of the municipality's annual capital budget actually spent on capital projects	NA	302 Work Opportunities created		143	143	143	143	PWBS	R 1 811 000.00	MIG	**Quarter 1-4** Capital budget expenditure Report

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			June 2027													
PWBS 19	All	Capital budget underspending	To improve organisational performance for effective service delivery by	Number of performance assessments conducted for Middle Managers	4 Performance Assessments conducted for Middle Managers	NA	93% of the municipality's annual capital budget actually spent on capital projects	4	93%	95%	96%	98%	PWBS	Operational	OPERATIONAL	**Quarter 1- Quarter 4** Attendance Register Invitation to the Assessments

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			30 June 2027													
PWBS 20	All	Weak performance management	To improve organisational performance for effective	Number of Back to Basics reports submitted to PMS Unit	4 Back to Basics reports submitted	NA	4 Performance Assessments conducted	4	4	4	4	4	PWBS	Operational	OPERATIONAL	**Quarter 1-4** Progress Reports on Back to Basics Proof of Submission to OMM

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			service delivery by 30 June 2027													
PWBS 21	All	Compliance reporting gaps	To inculcate a culture of good governance compliance and	Number of Risk Management Committee Meetings attended	New Project	NA	4 Back to Basics reports submitted	4	4	4	4	4	PWBS	Operational	OPERATIONAL	**Quarter 1-4** Attendance Register Minutes

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BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	FUNDING SOURCE	PORTFOLIO OF EVIDENCE
			effective internal controls by 30 June 2027													
PWBS 22	NA	Weak risk management culture	To inculcate a culture of good governance compliance	Number of Risk Management Committee Meetings attended	NA	NA	New Project	4	4	4	4	4	PWBS	Operational	OPERATIONAL	Attendance register, Minutes

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP
BACK TO BASICS PILLAR 4: Delivering Basic Services
2026/2027 FINANCIAL YEAR:PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	FUNDING SOURCE	PORTFOLIO OF EVIDENCE
			ce and effective internal controls by 30 June 2027													

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CSS 1	All	High risk of veld fires and disaster incidents	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Number of firebreaks conducted in identified areas	6	1	5 areas where firebreaks were conducted	5	5	6	6	6	R35 000	Own Revenue	CSS	**Quarter 1-3:** N/A **Quarter 4:** Dated photos

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CSS 2	All	Outdated disaster management planning	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Number of Disaster Management Sector Plans reviewed and approved by Council	1	0	Reviewed Disaster Management Sector Plan	1	1	1	1	1	R0	Own Revenue	CSS	**Quarter:3** Disaster Management Sector Plan Signed by the MM and Council Resolution **Quarter:4** Final Disaster Management

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
																Sector Plan and Council Resolution
CSS 3	All	Insufficient disaster relief resources	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents	Number of Disaster Relief Kits Procured and delivered	4	1	3 Disaster Relief Kits delivered	Procurement of 1 Disaster Relief Kit (100 blankets, 100 Sponges, 100 plastic sheeting) and delivere	2	2	3	3	R440 400	Disaster Grant	CSS	**Quarter:1** Delivery Note **Quarter: 3** Delivery Note

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			Or Disasters by 30 June 2027					d by 30 June 2026.								
CSS 4	All	Lightning-related risks in rural areas	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents	Number of Lightning Conductors Procured and Installed	60	20	40 lightning conductors procured and installed	50	55	60	65	70	R398 164	MIG / Grant	CSS	**Quarter:1** 1.Dated Photos 2.Register of beneficiaries

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			Or Disasters by 30 June 2027													
CSS5	All	Fire safety compliance risks	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30	Number of Fire Inspections Conducted	100	20	80 Fire Inspections Conducted	80	85	90	95	100	R0	Own Revenue	CSS	**Quarter: 1-4** 1.Copies of issued compliance letters 2.Copies of Compliance Certificates issued

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027													
CSS 6	All	Low literacy and skills levels in communities	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2027	Number of capacity building/training programmes for communities	12	2	10 Computer Trainings classes & trainings Conducted for communities	5: Basic Computer Trainings Training for Jockey's Training for Crafters Drivers Licence Training Security Training	6	7	8	10	R0	Grant / Own Revenue	CSS	**Quarter: 1-4** **1.**Close-out reports 2.Attendance Registers 3.Certificates

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
								Programme								
CSS 7	All	Inadequate safety vehicles	To ensure improved community safety, road safety and reduce crime through	Number of vehicles procured and delivered	5	3	7 vehicles procured	2	2	3	3	4	R1 800 000	Own Revenue / Grant	CSS	**Quarter:1** Approved Specification **Quarter:4** Delivery Note

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects.
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			integrated stakeholder coordination and awareness by 30 June 2027													
CSS 8	All	Lack of disaster accommodation facilities	To Ensure Improved and integrated Institutional Capacity and Reponses to	Number of Parkhomes procured and delivered	2	1	1 Parkhomes procured	1	1	2	2	2	R780 000	Grant	CSS	**Quarter:1** Approved Specification **Quarter:4** Delivery Note

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			Disaster Incidents Or Disasters by 30 June 2027													
CSS 9	All	Shortage of disaster equipment	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or	Number of furniture and equipment items procured and delivered	120	16	104	86 furniture and equipment items procured and delivered	90	100	110	120	R1 428 164	Grant / Own Revenue	CSS	**Quarter:1** Approved Specification **Quarter:4** Delivery Note

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			Disasters by 30 June 2027													
CSS 10	All	Poor maintenance of public facilities	To ensure fuctionality and accessibility of Parks and Municipal amenties by maintaining and monitori	Number of inspection reports on the functionality and maintenance needs of municipal facilities (parks, cemeteries, halls, taxi ranks and	4	0	4 reports on the functionality of 1. parks & cemetries 2. Halls ,Taxi Ranks and Sports	4	4	4	4	4	R0	Own Revenue	CSS	**Quarter: 1-3** N/A **Quarter 2 & 4** Signed Close out Report

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			ng by 30 June 2027	sports fields) compiled and submitted quarterly			fields compiled and submitted in the previous year									
CSS 11	All	Weak organisational performance reporting	To improve organisational performance for effective service delivery by 30 June 2027	Number of Back-to-Basics reports submitted to the PMS Unit	4	0	4 Back-to-Basics reports submitted to the Office of the MM	4	4	4	4	4	R0	Own Revenue	CSS	**Quarter 1-4** Progress Reports on Back to Basics Proof of Submission to

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
																PMS Unit
CSS 12	All	Limited revenue enhancement initiatives	To improve revenue management for effective service delivery and financial viability by 30 June 2027	Number of revenue enhancement projects implemented to improve municipal revenue	2	1	1 projects implemented to enhance municipal revenue	1	2	2	3	3	R0	Own Revenue	CSS	**Quarter 1&3** NA **Quarter 2 & 4** Detailed report indicating number of projects implemented to enhanc

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
																e municipal revenue
CSS 13	All	Capital budget expenditure monitoring	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Percentage of the department's annual capital budget actually spent on capital projects	100%	0%	100%	100 % Spending of CSS capital expenditure	100%	100%	100%	100%	R0	Own Revenue	CSS	**Quarter 1-4** Detailed Capital Budget report

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CSS 14	All	Weak performance management implementation	To improve organisational performance for effective service delivery by 30 June 2027	Number of IPMS assessments coordinated(Middle Managers)	4	0	4	4	4	4	4	4	R0	Own Revenue	Corporate Services Department	**Quarter 1-4** Attendance Register Invitation to the Assessments
CSS 15	N/A	Weak risk management compliance	To inculcate a culture of good governance compliance and effective internal	Number of Risk Management Committee Meetings attended	4	0	New Project	4	4	4	4	4	R0	Own Revenue	Risk Management Unit	**Quarter 1- Quarter 4** Attendance Register Minutes

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			controls by 30 June 2027													

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CSS 16	All	Increasing social challenges and community needs	To strengthen social cohesion and community wellbeing through the implementation of awareness programmes addressing health and	Number of community outreach programmes implemented to promote healthy living and address social challenges	8	2	6:Community Outreach Programmes implemented to promote healthy living and address social challenges in 2025/26 fy	6: 1.Intergrated Community Safety 2.Awareness Library Outreach Programme 3.Multi-Stakeholder Roadblock 4.Coordination of Special Groups	7	8	9	10	Consolidated budget	Grant / Own Revenue	Community and Social Services Department	**Quarter 1-4** Close-out Reports

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			social challenges by 30 June 2027.					Forum 5.Back to School Campaigns 6.Awareness Campaigns to promote Bulwer CSC								

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
CSS 17	N/A	Limited access to higher education funding	To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	Number of bursaries awarded to qualifying students residing within the jurisdiction of Dr Nkosazana Dlamini Zuma Local Municipality in accordance with the approved Municipal Bursary Policy by	50	40	10 students were awarded bursaries in 2025/26 fy	50	50	55	60	65	Budget for External Bursaries	Grant / Own Revenue	Youth Development Unit	**Quarter 1, 2& 4** None **Quarter 3** Close-out Report Beneficiary List

NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH
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BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST
COMMUNITY AND SOCIAL SERVICES DEPARTMENT:5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACK LOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
				30 June 2027."												

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE

BTO 1	All	Weak financial planning and budget alignment processes	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Preparation of municipal budget	Number of budget reports submitted to IDP/Budget Steering Committee & Council for Approval	3	0	3 Budget Reports submitted to Council	3	3	3	3	3	Opex	Own Revenue	BTO	**Quarter 1-2** NA **Quarter 3:** 1. 2026/2027 Adjustment Budget Report submitted to Council and Budget Steering Committee 2. Draft 2027/2028 budget Report submitted to Council and Budget Steering Committee 3. Council resolutions & 4. Attendance Registers for Budget Steering Committee **Quarter 4:** 1. Final 2027/2028 Budget Report

																	submitted to Council and Budget Steering Committee 2. Council resolution and 4.Attendance Register for Budget Steering Committee

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 2	ALL	Outdated or non-compliant budget policies	To manage financial resources effectively and efficiently for improved service delivery by 30	Review of budget related policies	Number of reviewed budget related policies approved by Council	20	0	20 budget related policies reviewed and approved by Council last year.	20	20	20	20	20	Opex	Own Revenue	BTO	**Quarter 1-2**NA**Quarter 3:**Council Resolution noting draft policies20 draft Budget related policies **Quarter 4**Council Resolution approving reviewed policies20 final Budget

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027														related policies

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 3	ALL	Delays in financial reporting compliance	To manage financial resources effectively and efficiently for improved service delivery by 30	Development of Budget and Treasury reports	Number of Section 71 reports submitted	12	0	12 Section 71 submitted to Finance Committee and Treasury departments within 10 working days after the end of	12	12	12	12	12	Opex	Own Revenue	BTO	**Quarter 1- 4** Section 71 and 66 reports 1. Revenue Report 2. Expenditure Report 3. Cash Coverage Ratio Report 4. SCM Implementation Report 5.Proof of submission to

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2026					each month									Committee Officer

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 4	ALL	Incomplete or inaccurate asset register	To improve internal controls to effecientlly manage municipal resources by 30 June 2027	Updating of GRAP Compliant municipal Asset Register	Number of GRAP compliant asset register compiled and updated	1	0	1 GRAP Compliant Asset Register compiled and updated	1	1	1	1	1	Opex	Own Revenue	BTO	**Quarter 1** Updated GRAP Compliant asset register **Quarter 2-4** NA

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
NATIONAL KPI: .Financial Viability expressed by the Ratios
GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services
BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 5	ALL	Weak asset verification controls	To improve internal controls to effecientlly manage municipal resources by 30 June 2027	Conducting of assets verification	Number of assets verifications conducted	1	0	1 Verification of assets conducted last year	1	1	1	1	1	Opex	Own Revenue	BTO	**Quarter 1-3** NA **Quarter 4** Asset Verification Report.

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 6	ALL	Inefficient procurement planning	To procure goods and services in a manner that is fair, competitive for effective service delivery by 30	Development of the Procurement plan	Number of procurement plans approved	2	0	2 Procurement plans were approved by Council last year	2	2	2	2	2	Opex	Own Revenue	BTO	**Quarter 1-2** NA **Quarter 3** 2027/2028 Draft procurement plan and Council Resolution **Quarter 4:** 2027/2028 Final procurement plan and Council Resolution

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027														
BTO 7	ALL	Weak SCM reporting and oversight	To procure goods and services in a manner that is fair, competitive for effectiv	Development & submission of SCM reports	Number of Quarterly SCM reports submitted to Council	4	0	4 Supply Chain Management Quarterly Reports submitted to Council	4	4	4	4	4	NA	Own Revenue	BTO	**Quarter 1-4** 1.SCM Quarterly Report and 2. Council Resolution

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			e service delivery by 30 June 2027														
BTO 8	ALL	Late payments to suppliers	To manage municipal expenditure to maximise financial	Adherance to Creditors Payment schedule	Percentage of creditors paid within 30 days of submission of a valid invoice	100 %	0%	100% creditors paid within 30 days of submission of a valid invoice	100%	100%	100%	100%	100%	Opex	Own Revenue	BTO	**Quarter 1-4** Signed Creditors report

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			viability by 30 June 2027														
BTO 9	ALL	Delays in financial reporting and audit readiness	To improve good governance and accountability by producing accurat	Preparation of two sets of Financial Statements	Number of financial statements prepared and submitted to Internal Audit and	2	0	2 financial statements prepared and submitted to Internal Audit and	2	2	2	2	2	Operational	Own Revenue	BTO	**Quarter 1** Signed AFS, Proof of submission to IA&AG.**Quarter 2&3**NA**Quarter 4:** Signed Interim Financal Statements and Proof of

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			e financial reports 30 June 2026		Auditor General			Auditor General									submission to IA
BTO 10	ALL	Low revenue collection levels	To improve revenue manag	Revenue collection.	Percentage of revenue collected	100 %	18% gap	80% of Revenue was collected	82% of revenue collected	85 %	88 %	90 %	92 %	OPEX	Own Revenue	BTO	**Quarter 1-4** Debtors collection report

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			ement for effecetive service delivery and financial viability by 30 June 2027														

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 11	ALL	Outdated property valuation data	To improve revenue management for effecetive service delivery and financial viability by 30	Implemenation of the Supplementary Valuation roll	Number of Valuation roll compiled and implemented	1	0	1 Supplementary valuation roll compiled and implemented	1 Supplementary valuation roll compiled and implemented	1	1	1	1	OPEX	Own Revenue	BTO	**Quarter 4:** Signed Supplementary valuation roll

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027														
BTO 12	ALL	Inaccurate indigent register	To improve service delivery by providing basic needs by 30	Updating of Indigent register	Number of indigent registers updated	1	0	1 Indigent register prepared	1 Indigent register updated	1	1	1	1	OPEX	Own Revenue	BTO	**Quarter 1:** NA **Quarter 2:** Advertisment **Quarter 3:** Draft Indigent register **Quarter 4:** Final approved

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			June 2027														Indigent Register
BTO 13	ALL	Increasing indigent support demand	To improve service delivery by providing	Provision of free basic electricity (Indigent	Number of indigent households provided with FBE	900	79 households	821 households were provided with FBE	850 households provided with FBE	880	900	920	950	OPEX	Equitable Share	BTO	**Quarter 1-4** Approved FBE Report

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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			basic needs by 30 June 2027	support) to Indigent people													
BTO 14	ALL	Poor expenditure control	To improve revenue management for effective service deliver	Monitoring of Budget expenditure to enhance service delivery	Percentage of OPEX Budget saved in line with Circular 82 of NT	2%	0%	2% of the OPEX, budget was saved in line with Circular 82 of National	2% of the OPEX budget saved in line with Circular 82 of National Treasury	2 %	2 %	2 %	2 %	OPEX	Own Revenue	BTO	**Quarter 1-4** Cost containment measures report

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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			y and financial viability by 30 June 2027					Treasury in									
BTO 15	ALL	Capital budget underspending	To manage financial resources effectively and efficien	Development of Budget and Treasury reports to monitor	Percentage of the municipality's capital budget actually spent on capital projects	100 %	27% gap	73% of the municipality's capital budget was spent on	90% budget spent on BTO Capital Expenditure	92 %	94 %	96 %	98 %	CAPEX	MIG & Grants	BTO	**Quarter 1-4** Detailed Capital Budget report

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			tly for improved service delivery by 30 June 2027	Capital Expenditure.	identified for a particular financial year in terms of the municipality's IDP			capital projects									
BTO 16	ALL	Financial sustainability risks	To manage financial resources effectiv	Management of financial resources to ensure	Number of months for cash/cost coverage	6 months	0	6 Months Cash Coverage Ratio	6 months	6	6	6	6	OPEX	Own Revenue	BTO	**Quarter 1-4** Signed cash/cost coverage report

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
			ely and efficiently for improved service delivery by 30 June 2027	sustainability for service delivery.													

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 17	N/A	Audit findings and compliance gaps	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	% on implementation of AG's action plan in response to 2022/2023 Audit Report	Percentage on implementation of AG's action plan presented to oversight structures	100%	0%	100% achieved on the implementation of AG's Action plan and presented to Oversight Structures	100%	100%	100%	100%	100%	NA	Own Revenue	BTO	**Quarter 1-2**NA**Quarter 3-4**Progress Report on the implementation of 2026/2027 Audit Action Plan based on 2025/2026 Audit ReportAPAC minutes

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 18	N/A	Weak performance reporting	To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to PMS Unit	4	0	4 B2B reports Quarterly reports submitted to PMS Unit	4	4	4	4	4	NA	Own Revenue	BTO	**Quarter 1-4** Progress Reports on Back to Basics Proof of Submission to PMS Unit

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 19	N/A	Weak performance management system	To improve organisational performance for effective service delivery by 30 June 2027	Conducting Performance Assessments for Middle Managers (IPMS)	Number of IPMS assessments conducted(Middle Managers)	4	0	IPMS assessments conducted(Middle Managers)	4	4	4	4	4	NA	Own Revenue	BTO	**Quarter 1- Quarter 4** Attendance Register Invitation to the Assessments

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE
BTO 20	N/A	Weak risk management oversight	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Attending Risk Management Committee Meetings	Number of Risk Management Committee Meetings attended	4	0	New Project	4	4	4	4	4	Operational	Own Revenue	Risk Management Unit	**Quarter 1- Quarter 4** Attendance Register Minutes

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE

NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT
GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan
BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST
BACK TO BASICS PILLAR 3: GOOD GOVERNANCE
OFFICE OF THE MUNICIPAL MANAGER: 5 YEAR IMPLEMENTATION PLAN

ID PNO	WARD	KEY CHALLENGES	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE

OMM 1	All	Weak long-term strategic planning alignment	To review and develop a multi-year strategic plan that responds to the needs of the community by 30 June 2027	Number of Integrated Development Plan (IDPs), adopted by Council and submitted to the MEC: COGTA within the legislated timeframe	2	0	1) 01 Draft 2025/26 IDP reviewed 2) Final IDP for 2025/26 was reviewed	2: 2026/27 IDP & 2026/27-2030/31	2	2	2	2	R640 000	Own Revenue	Strategic Support Services	**Quarter 1:** Process Plan Advert Council Resolution **Quarter 2:** Attendance Register, IDP Roadshows Minutes and Agenda **Quarter 3:** Draft IDP Council Resolution Proof of Submission and Advert **Quarter 4:** Final IDP Advert Council Resolution and Proof of Submission Attendance registers and Minutes of IDP Roadshows	

OMM2	All	Weak senior management performance accountability	To inculcate a culture of good governance, compliance and effective internal controls by 30 June 2027	Number of Performance Assessments conducted for Section 54/56 Managers	4	0	4 Performance Assessments reports produced	4	4	4	4	4	N/A	Own Revenue	Strategic Support Services	**Quarter 1:** Report for the 2024/2025 PMS AssessmentsAttendance Register**Quarter 2:**Report for the Q1 PMS AssessmentsAttendance Register**Quarter 3:**Mid-year Performance Report for PMS Assessments & Attendance Register**Quarter 4:**Report for the Q3 PMS AssessmentsAttendance Register	

OMM3	All	Delays in reporting to oversight structures	To inculcate a culture of good governance, compliance and effective internal controls by 30 June 2027	Number of Performance reports submitted to Council oversight structures	4	0	4 performance report submitted to APAC& Council	4	4	4	4	4	N/A	Own Revenue	Strategic Support Services	**Quarter 1** 2024/2025 APR Proof of Submission to AG & Cogta **Quarter 2** 2025/2026 First Quarter Performance Report Council Resolution **Quarter 3** 2025/2026 Q2 &Mid-year Performance Report Council Resolution 2024/25 Annual Report & Oversight Report Proof of Submission to COGTA, AG,

															Treasury **Quarter 4** Third Quarter Performance Report Council Resolution	

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BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE	
OMM4	All	Weak risk management systems	To inculcate a culture of good governance, compliance and effective internal controls by 30	Number of reports on risk registers developed and monitored.	5	1	4 reports on risk registers monitored and 1 risk register developed for 2025/2026.	5	5	5	5	5	N/A	Own Revenue	Risk Management	**Quarter 1-3**Updated risk register Summary report on progress made on risk management**QUARTER 4-** Updated risk register Summary report on progress made on risk	

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI	DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE	
			June 2027														management and Consolidated 2026-27 Risk RegisterAttendance Register and Agenda	

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI		DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE	
OMM5	All	Weak internal audit planning	To inculcate a culture of good governance, compliance and effective internal controls by 30	Number of Internal Audit Plan developed and submitted to APAC	1	0	1 Internal Audit Plan developed	1		1	1	1	1	N/A	Own Revenue	Internal Audit	**Quarter 4** Approved Internal Audit Plan and APAC minutes	

NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
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BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT
BUDGET AND TREASURY OFFICE: 5 YEAR IMPLEMENTATION PLAN

IDP NO	WARD	KEY CHALLENGE	STRATEGIC OBJECTIVES	PROJECT	KPI		DEMAND	BACKLOG	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BUDGET	FUNDING SOURCE	RESPONSIBILITY	PORTFOLIO OF EVIDENCE	
			June 2027																
OMM6	All	Fraud and corruption risks	To inculcate a culture of good governance, compliance and effective internal	Number of Anti-Fraud and Corruption awareness	4	0	,4 Anti-fraud and awareness campaigns conducted.	4	4	4	4	4	4	N/A	Own Revenue	Risk Management	**Quarter 1-4** 1.Attendance register' 2.Report	

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			controls by 30 June 2027															
OMM7	ALL	Weak community participation	To encourage participation of the local community in the affairs of the	Number of combined quarterly ward committee meetings coordinated	4	0	,4 combined quarterly ward committee meetings coordinated	4	4	4	4	4	R200 000	Own Revenue	Strategic Support Services	**Quarter 1-4** Agenda, Minutes of the Meeting Attendance Register	

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			municipality by 30 June 2027															
OMM8	All	Poor communication with communities	To encourage participation of the local community in the affairs of the	Number of municipal programmes published in different media platforms	186	0	186 Municipal programmes were published in different media platforms	186	186	186	186	186	########	Own Revenue	Strategic Support Services	**Quarter 1-4** Detailed reports on activities undertaken by Communications Unit	

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			municipality by 30 June 2027															

OMM9	All	Outdated governance policies	To inculcate a culture of good governance, compliance and effective internal controls by 30 June 2027	Number of policies, strategies, methodology &charters reviewed	17	12	5 Policies, 2 Strategies,1 IA Methodology & 2 Charters were reviewed	17: 1. PMS Policy2. Communications Policy3. Ward Committee Policy4. Customer Care Policy5. Public Participation Strategy6. Internal Audit Charter 7. Internal Audit Methodology8. Internal Audit Strategy9. Combined Assurance Policy10. Audit Committee Charter11. Risk Management Policy12. Risk Committee Charter13. Fraud and Prevention Policy14. Enterprise Risk Management Framework15. Whistle-	17	17	17	17	N/A	Own Revenue	IA & Risk Unit	**Quarter 1-3**NA**Quarter 4**Council ResolutionAttendance RegisterSigned policies	

								Blowing Policy16.Organisational Gift Policy17. Code of Ethical Leadership.									

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OMM 10	All	Audit findings not fully addressed	To inculcate a culture of good governance compliance and effective internal controls by 30	Percentage of Auditor-General audit findings addressed in accordance with the approved Audit Action Plan	100 %	0%	2 Monitoring reports on the implementation of AG's Action plan were presented to Oversight Structure in 2024/25 fy	100%	100 %	100 %	100 %	100 %	N/A	Own Revenue	IA & Risk Unit	**Quarter 1-2** NA **Quarter 3-4** Progress Report on the implementation of 2025/2026 Audit Action Plan APAC Agenda & Attendance Register	

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			June 2027															

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OMM 11	All	Weak compliance with Back to Basics reporting	To improve organisational performance for effective service delivery by 30 June 2027	Number of Back to Basics reports submitted to COGTA	4	0	4 Back to basics reports submitted to COGTA	4	4	4	4	4	N/A	Own Revenue	Strategic Support Services	**Quarter 1-4** 1. Progress Reports on 2. Back to Basics Proof of Submission to COGTA	

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OMM 12	All	Under-spending on capital projects	To inculcate a culture of good governance compliance and effective internal controls by 30	Percentage of the municipality's annual capital budget actually spent on capital projects	100 %	14%	86% of a municipality'sannual capitalbudget actuallyspent on capitalprojects	90%		92 %	94 %	96 %	100 %	##########	Grants (MIG, etc.)	OMM		**Quarter 1-4**Capital Budget Report	

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			June 2027															

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OMM 13	All	Risk of non-compliance in grant spending	To inculcate a culture of good governance compliance and effective internal controls by 30	Percentage of conditional grants spent in line with the approved grant framework	100 %	1%	99 % of municipality's grants received actually spent on capital projects: Grant expenditure on capital projects: (IMIG, INEP, FMG, EPWP,	100%		100 %	100 %	100 %	100 %	########	Conditional Grants	OMM		**Quarter 1-4** Capital Budget Report	

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			June 2027				Library Services, Cleanest Municipality)											

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OMM 14	All	Weak performance management for middle managers	To improve organisational performance for effective service delivery by 30 June 2027	Number of IPMS assessments coordinated(Middle Managers)	4	0	04 Performance Assessments for Middle Managers were conducted.	4	4	4	4	4	N/A	Own Revenue	OMM		**Quarter 1- Quarter 4** 1.Attendance Register 2.Invitation to the Assessments	

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OMM 15	N/A	Weak risk governance oversight	To inculcate a culture of good governance compliance and effective internal controls by 30	Number of Risk Management Committee Meetings coordinated	4	0	New Project	4	4	4	4	4	Operational	Own Revenue	Risk Management Unit	**Quarter 1- Quarter 4** 1.Attendance Register 2.Minutes	

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			June 2027															

SECTION E – CHAPTER 5: STRATEGIC MAPPING & IMPLEMENTATION PLAN

E.1. STRATEGIC MAPPING

The review of the Spatial Development Framework is aligned to the current review of the IDP and reflecting the long term vision and goals of the municipality.

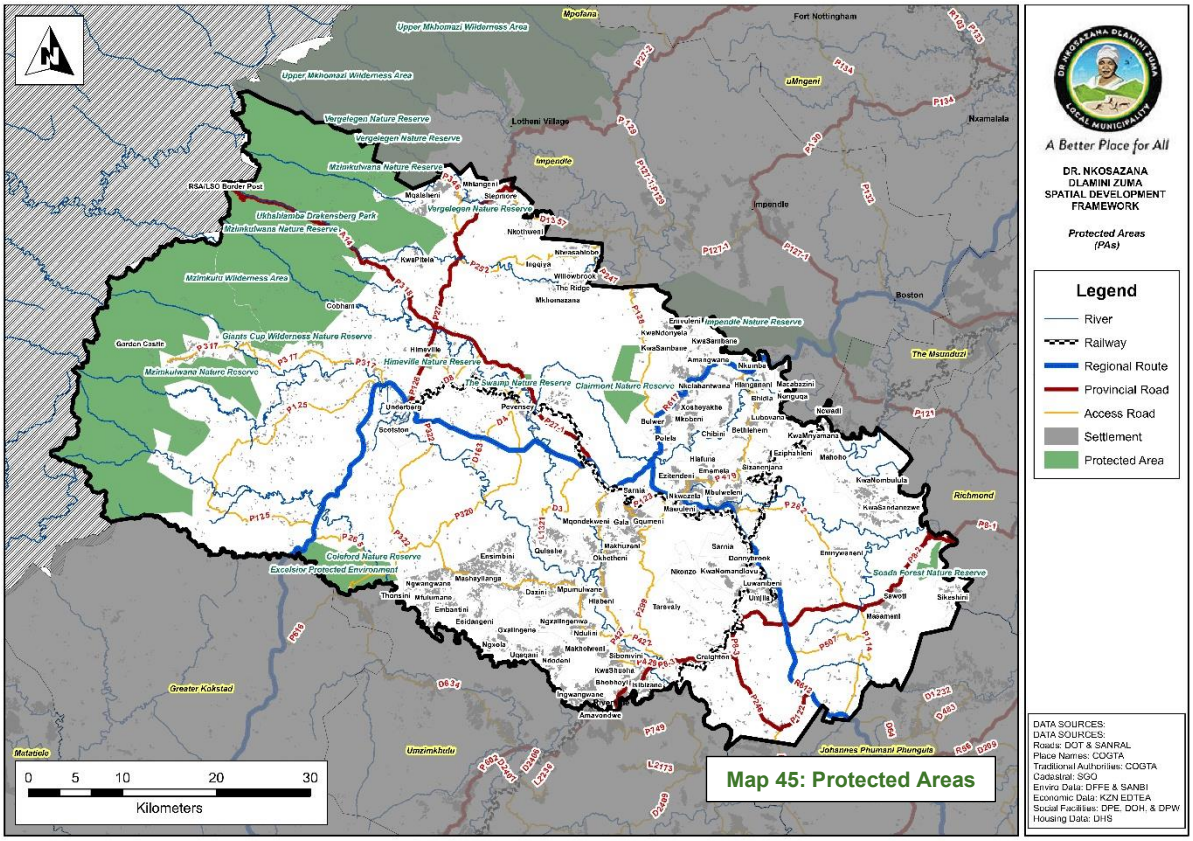
1.1. PROTECTION OF NATURAL RESOURCES

The protection of natural systems from disturbance and displacement by future development is of critical importance. The spatial distribution of environmental biodiversity areas of significance is considered vital to provide the spatial framework for future development planning, particularly indicating those areas where development needs to be avoided or carefully managed. As such, areas where no or limited development should take place must focus on the conservation of the core biodiversity areas in NDZ. These include protected and conservation areas, wetlands, flood plains, steep slopes, and special sensitive biodiversity areas. These assets perform a substantial and significant role in conserving biodiversity as well protecting the quality of life of the residents of Dr NDZ LM.

There are several environmentally sensitive areas within the municipality. Conservation areas within NDZ has special environmental status and economic value.

1.1.1. PROTECTED AREAS

There are several protected areas in the municipal area, with the uKhahlamba Drakensberg Park World Heritage Site (UDP WHS) (approximately 71 129,21ha). Protected Areas must be assigned a buffer and land uses in the buffer areas must be compatible with the values of the protected areas. Land uses within these buffers must be monitored and strictly managed to rapidly identify and mitigate environmental impacts The UDP WHS Buffer includes a set of rules that govern land use and activities in that zone.



1.1.2. CRITICAL AREAS OF BIODIVERSITY

Maintaining ecological processes and functions of natural systems are important and critically important biodiversity areas have therefore been defined by Ezemvelo KZN Wildlife to ensure that terrestrial biodiversity resources remain available to the local inhabitants and future generations. As a measure to protect these areas, KZN Wildlife has started to develop control measures that will be included in the municipal land use scheme.

Biodiversity management should further seek to achieve a reduction in the rate of ecosystem and species extinction and biodiversity assets must be protected to secure a sustained supply of ecosystem goods and services over time.

The ability to secure the ecosystem goods and services upon which future communities must build their livelihoods will require short-term responses. This is challenging in a “pro-poor” policy environment where an eco-centric approach to development is neither applicable nor achievable.

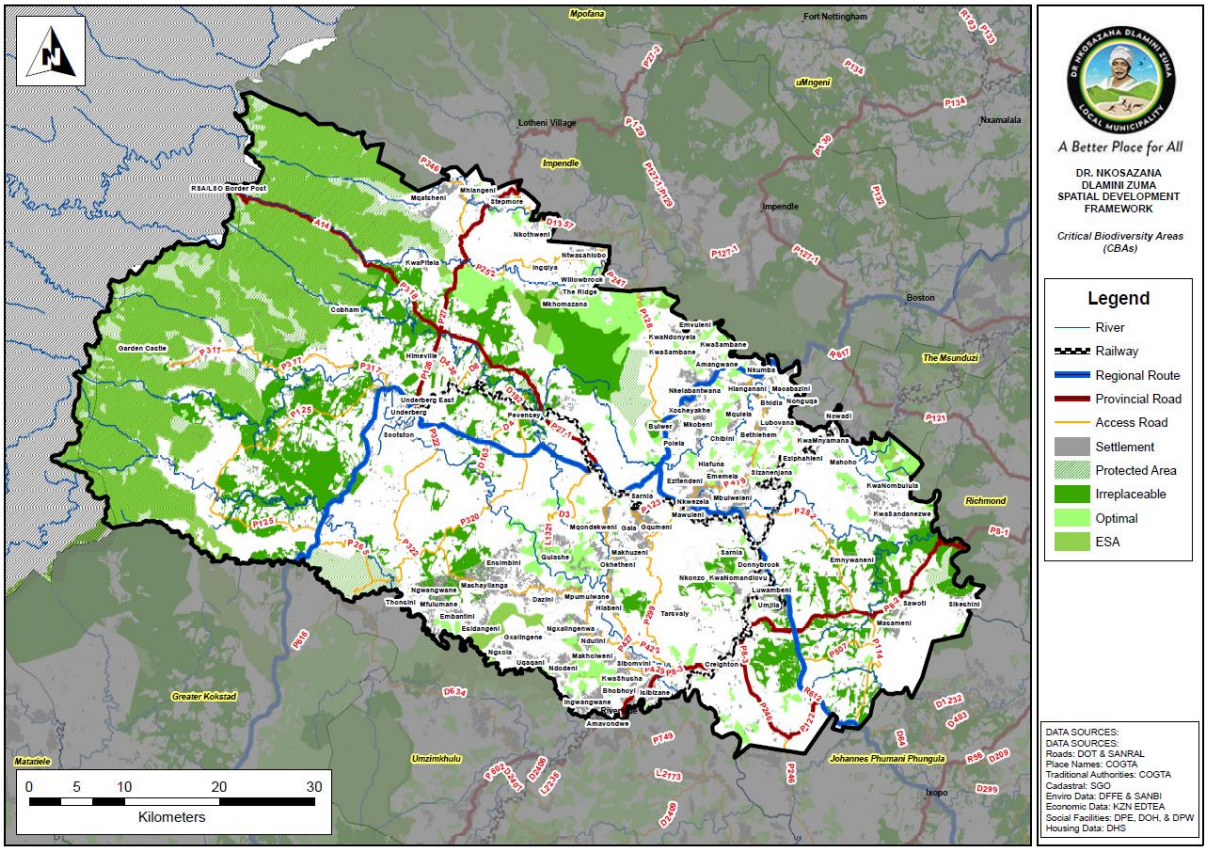
Critically endangered, endangered, and vulnerable ecosystems, represent a key strategic development conflict of the SDF, and it will require responses to satisfy national policy priorities. These areas need some level of protection and activities that could strengthen it includes Biodiversity Stewardship programmes to secure critical biodiversity on private land; inclusion of CBAs in municipal spatial plans and adherence to regulatory requirements for

development that is proposed within critical biodiversity areas. In addition, the application of restrictive zoning categories for ecologically important areas are very important.

There are certain national and provincial intervention programmes that can be implemented to assist in the management of threatened ecosystems and provide opportunities for economic development. These include the clearing of invasive aliens through Working for Water, or other forms of rehabilitation e.g., through Working for Wetlands, Land Care, etc.

Spatial and land use management must take note of the following land use implications for CBAs:

- These areas require that natural vegetation and ecosystems be retained in a natural state.
- There should be no development that involves disturbance of any ecological feature or process.
- Existing agricultural land uses within these areas should remain unchanged as these often support important biodiversity.
- Management of these areas should seek to protect and maintain the structure and function of the biodiversity features present and to promote sustainable land management to safeguard the ecosystem goods and services that the areas provide and the biodiversity which they support.



1.1.3. ENVIRONMENTAL CORRIDORS AND ECOLOGICAL LINKS

Environmental corridors and ecological links relate to the promotion of sustainable land management for the ecosystem goods and services that these areas provide and the biodiversity which they support. Spatial planning and land use management must acknowledge the following land use implications for Ecosystem Support Areas are as follows:

- The identified corridor is maintained in a natural or near-natural state, with extensive grazing and a limited level of resource harvesting being permitted on a sustainable basis. Small scale dwelling houses and low impact tourism and environmental activities may be permitted, where they do not adversely impact on the functionality of the ecological corridor.
- Existing agricultural land uses within these areas should remain unchanged as these often support important biodiversity.

Management of these areas should seek to protect and maintain the structure and function environmental corridors and ecological links and to promote sustainable land management for the ecosystem goods and services that the areas provide and the biodiversity which they support.

1.1.4. BIODIVERSITY LAND USE

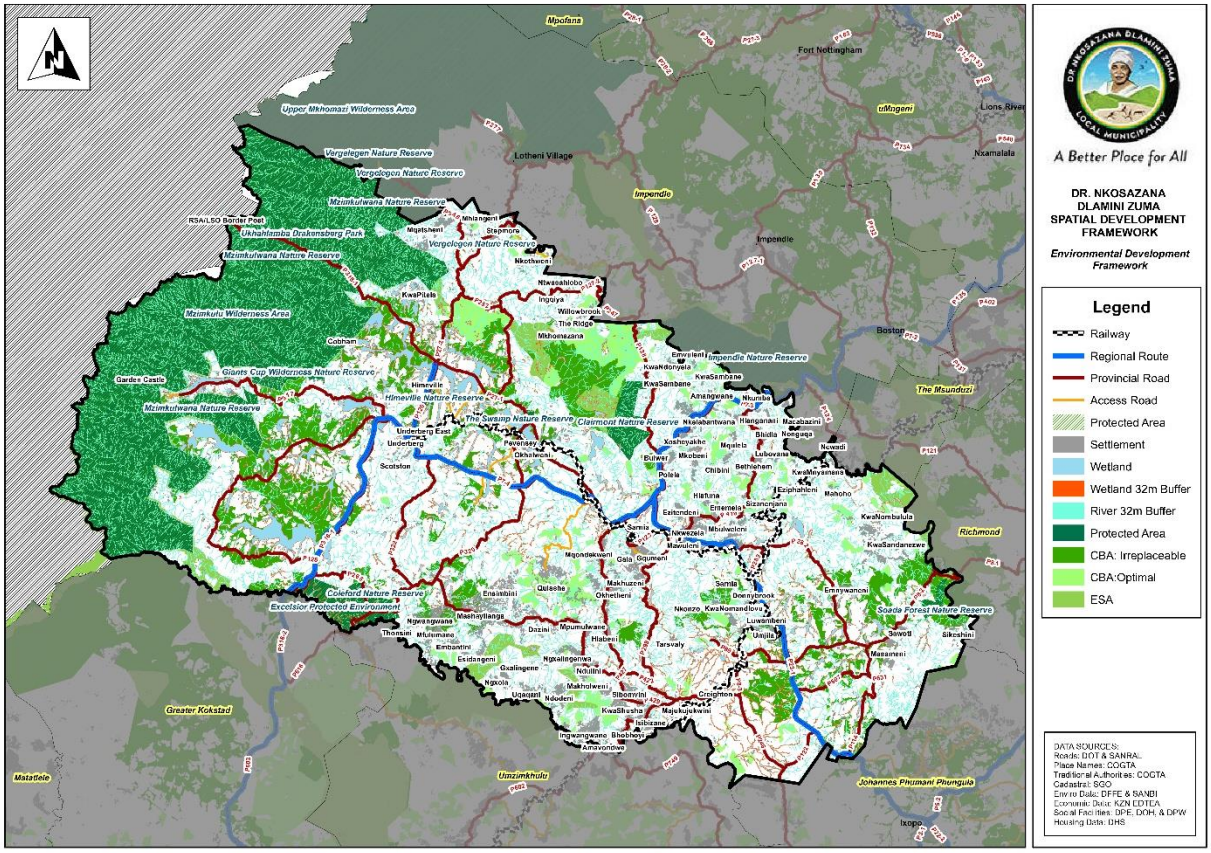
Ezemvelo KZN Wildlife developed the Biodiversity Land Use (BLU) coverage that reflects a refined CBA irreplaceable and ESA layer as well as considering compatibility with agricultural usage. This becomes very important from a spatial planning and land use management perspective and needs to be included in the environmental management frame of the SDF. The BLU dataset identifies where priority areas for biodiversity conservation occur, how these areas relate to priority agricultural land and defines the compatibility and controls of these two land-uses.

Table 98: Land use implications of the BLU coverage

Agro-Biodiversity Areas where both agricultural and biodiversity considered important and where agricultural and biodiversity management considered as a compatible land-use.	No to limit development should occur within these identified areas. The preference is that the natural vegetation layer is maintained in good condition and that surfaces are not hardened. Seeks to ensure the protection and management of natural resources and fragile landforms, and to ensure the persistence and maintenance of species and habitats and ecosystems.

Environmental Management 1 Areas which are import for biodiversity and the biodiversity network, but which do not represent high priority agricultural areas.	Requires that the identified corridor is maintained in a natural or near-natural state, with extensive grazing and a limited level of resource harvesting being permitted on a sustainable basis. Small scale dwelling houses and low impact tourism and environmental activities may be permitted, where they do not adversely impact on the functionality of the ecological corridor. Seeks to protect and maintain environmental corridors and ecological links and to promote sustainable land management for the ecosystem goods and services that the areas provide and the biodiversity which they support.
Environmental Management 2 Areas that are both important to agricultural (cultivation or plantations) and to the biodiversity network but where the sectors desired land-uses would likely not be compatible.	Requires that areas are maintained in a natural or near-natural state, with a limited level of resource harvesting being permitted on a sustainable basis. Low impact tourism and environmental activities may occur where such does not impact on the objectives of the category. Seeks to ensure the protection and management of natural resources and fragile landforms, and to ensure the persistence and maintenance of species and habitats.

Map 15: Environmental Management



1.1.5. LANDSCAPE CHARACTER

Landscapes are composed of different elements such as valleys, ridges, mountains or plains and vegetation, as well as land-use or activities such as agriculture or settlement. A landscape can thus be described as what the viewer perceives when standing in a particular place and is driven by the character of the landscape. However, different landscapes have different capacities to absorb development. For example, steeper areas (which have un-spoilt landscapes) are more sensitive to development as opposed to flatter areas.

Landscape should spatially guide development and should protect the intrinsic character of sensitive and valuable landscapes. The most sensitive areas to landscape change in Dr. NDZ are certain areas along the UDP WHS boundary and within the Buffer area. Planning in the western portion of the municipality, should thus be carefully guided.

The tourism development capacity of the landscape involves tourism typologies being related to tourism potential. It resulted in the formulation of tourism development capacity categories, which found that the lowest tourism development potential is located in the highest most scenic areas, with the lower areas further away from the mountains being most suited to tourism development. These are important aspects that must be considered in future spatial planning and land use management in the municipal area.

1.1.6. WATER RESOURCE MANAGEMENT

Water resource management must seek to achieve the protection of water resource assets to secure a sustained supply of water and ecosystem goods and services over time and to reduce vulnerability to the effects of climate change. Most of the municipal area falls within the Southern Drakensberg Strategic Water Source Area. These areas supply a disproportionate amount of mean annual surface water runoff in relation to their size and/or have high groundwater recharge. It thus becomes important to not only manage water resources, but also introduce new water infrastructure (water services management). To this end, the SDF must establish a framework for the management of land uses and activities that will acknowledge and identify flood risk areas by delineating them as “no-go” areas; rehabilitate and protect wetlands and riparian zones; and improve sanitation and waste management infrastructure in nodal areas.

The following aspects proposed in the Municipal Integrated Environmental Management Plan (IEMP 2020-2025) becomes important in the context of spatial planning and land use management:

- Storm water management is important to reduce the amount of runoff and runoff pollution by slowing runoff and allowing it to soak in. The review of the municipal storm water management plan and harnessing storm water runoff more effectively by channelling into the water supply catchment area, must receive attention. Pollution caused by storm water must also be decreased.

- A rainwater harvesting programme can contribute to the enhancement of water availability and can provide non-potable, but suitable, water for certain applications. These can include washing garbage bins, watering gardens, flushing toilets, watering public parks, etc. The municipality can implement rainwater harvesting systems at municipal buildings; incentivize rainwater harvesting and investigate options to subsidize rainwater harvesting equipment.
- Develop a wetlands and riparian areas conservation and management plan in collaboration with EKZNW. This plan should include a baseline wetland inventory and prioritisation of wetland that must be rehabilitated. It is also important to create awareness on the importance of wetlands.
- Address point source pollution by reviewing and revising water quality monitoring programmes (locations and parameters), reporting procedures and develop appropriate response to pollution.

1.1.7. HUMAN VULNERABILITY AND ENVIRONMENTAL CHANGE

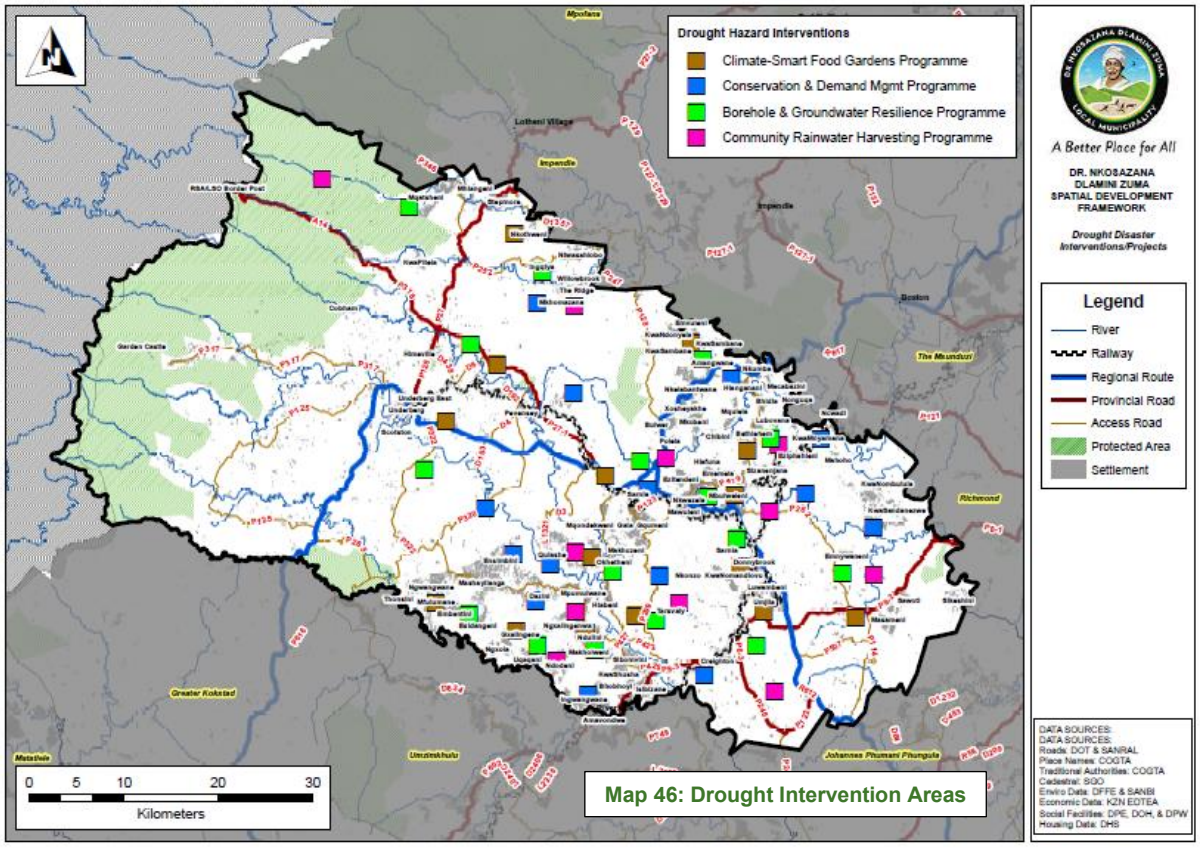
Poverty and vulnerability are interlinked in such a way that each causes the other. These concepts capture multiple factors and agents influencing human well-being, including social, political, economic, and environment aspects. Understanding the interrelationships between these factors is complex and demands an interdisciplinary approach. It is however becoming clear that issues of environmental degradation, water quality and scarcity, and limited access to agricultural production potential decrease the coping capacity of poor and vulnerable communities. Poverty and unemployment forces people to exploit natural resources as a livelihood strategy and as a result fall victim to environmental degradation. Changes associated with a changing climate may further impair the resilience of communities.

This strategy must therefore seek to achieve outcomes that reduce human vulnerability whilst maximizing natural capital (increasing social-ecological resilience). This will require attention to inter alia the following activities:

- Spatially delineate high flood risk areas, develop a disaster response strategy for settlements within these areas and implement a programme to relocate such settlements.
- Interventions to improve the environmental management capacity of Traditional Leaders and the Ingonyama Trust Board and the development of environmental planning standards that are aimed at creating ecological resilience.

- ☞ Interventions to maximise community based natural resource management programmes, focused in those areas where land degradation has become a concern.
- ☞ Co-ordination with Harry Gwala District Municipality regarding their Climate Change Response Strategy to ensure that the climate change adaptation strategy is implemented in Dr NDZ Municipality.

Map 19: Human Vulnerability and climate change



- Climate change must be addressed through locally appropriate climate mitigation and adaptation responses. It is therefore important that a Climate Change Response Implementation Plan relevant to Dr NDZ municipality be developed and supported and implemented by the Dr NDZ Environmental Management Unit, as well as the Disaster Management Unit.

1.1.8. WASTE MANAGEMENT

Waste removal and effective management of waste have certain implications on ecological systems and human health. In the Dr. NDZ municipality, the rural areas make use of their own waste disposal pits and use communal refuse dumps, while only the urban centres have access to refuse removal services. The challenges in respect of waste removal in the municipality, is complicated by the rural nature of settlement, topography, and road infrastructure.

All municipalities are required to develop an Integrated Waste Management Plan (IWMP). Dr. NDZ LM has developed the initial draft of their IWMP, but this needs to be finalised and implemented. The IWMP encourages the following:

- Promote recycling and recovery of waste by contributing towards the growth of the green economy and promoting waste minimisation.
- Ensure the effective and efficient delivery of waste services to all communities.
- Provide the public with safe and accessible waste disposal facilities.
- Education and awareness must be raised in respect of waste management.
- Maintain and provide compliant waste disposal sites according to waste management licence/ norms and standards.

National Norms and Standards[2] further require the following:

- All households shall have access to refuse containers or skips that are emptied at least twice a week and are no more than 100 metres from a communal refuse pit.
- All waste generated by populations living in settlements shall be removed from the immediate living environment daily, and from the settlement environment a least once a week.
- Waste buried or incinerated on-site must be covered daily. Alternatively, domestic refuse containers should be available.
- Recycling of solid waste within communities/settlements shall be encouraged.
- Awareness must be raised to increase communities' knowledge about the benefits of solid waste management.

1.1.9. CULTURAL HERITAGE

Dr NDZ municipality is an important tourism destination with physical and scenic resources, coupled with a rich biodiversity as well as cultural and historical resources. These include, amongst others the Mpongweni Cave Cobham State Forest), Himeville Fort, Church of St Michael and all Angels Himeville, Ikhanti Shelter, etc.

Spatial planning and land use management need to be aware of and manage these cultural and heritage resources to avoid destruction. Heritage areas and landmarks should thus be afforded the necessary importance within the SDF.

in addition, economic opportunities are presented by cultural heritage sites, which could be used to protect and manage the resources of the region. It is however pertinent that education in culture and history be supported and encouraged to enhance knowledge, protection, and full economic use of these assets.

1.2. PROTECTION OF AGRICULTURAL LAND

[2] National Norms and Standards for Domestic Water and Sanitation Services, 2017

The municipality is endowed with vast areas that has high potential agricultural land, which covers most of the municipal area. This highlights the importance of protecting this resource against non- agricultural land uses and promoting agricultural production and food security.

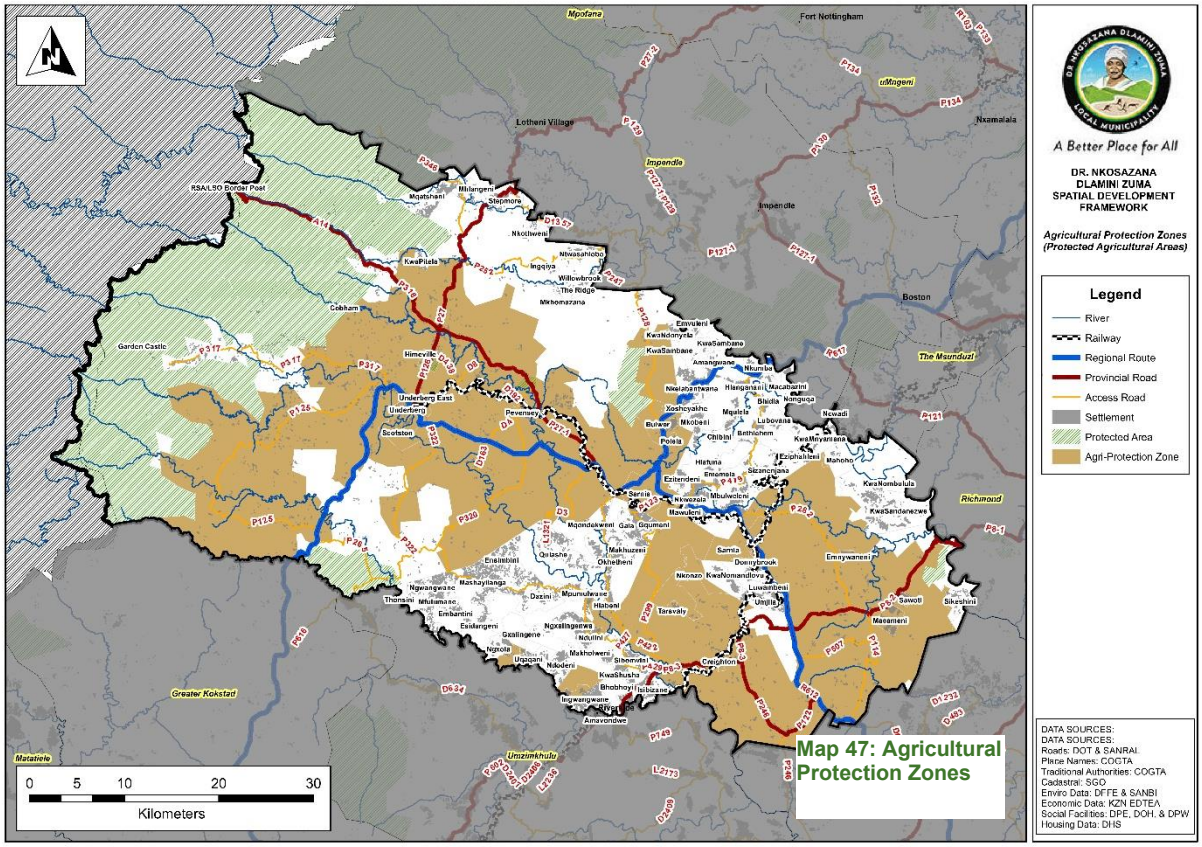
The SDF acknowledge the agricultural land categorisation undertaken by the KZN Department of Agriculture and Rural Development, which focus on mitigating and limiting the impact of any proposed change of land use on agricultural production and to protect agricultural land (specifically high potential and unique agricultural land). Categories of particular importance for the SDF includes Category A (Irreplaceable), Category B (threatened), Category C (primary agricultural land use), and Category D (secondary agricultural land use).

Further to the categorization of agricultural land, the National Department of Agriculture, Land Reform and Rural Development (DALRRD) has embarked on a process to identify and demarcate high value agricultural areas suitable for continued long-term agricultural production purposes. These areas will eventually be declared as 'protected land' with supporting procedures and processes as well as permitted, conditional and non-permitted land uses for each of these areas. In addition, the Preservation and Development of Agricultural Land Framework Bill (PD-ALF) will include the above areas as part of the protection of agricultural land.

1.3. LAND USE REGULATIONS

The alienation of some productive agricultural land will inevitably occur because of development, but the municipality will not support such alienation when equally viable alternatives exist.

Map 20: Agriultural Protection



Map 47: Agricultural Protection Zones

When preparing, reviewing, or amending planning schemes, the municipality will include provisions for protecting good quality agricultural land.

The preparation of land use schemes should include an evaluation of alternative forms of development and significant weight should be given to those strategies, which minimise the impacts on good quality agricultural land. Zoning and subdivision regulations are local regulatory tools that can be used to reduce the impact of development on agricultural lands.

1.4. RURAL DEVELOPMENT AND AGRARIAN REFORM

Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through coordinated and integrated broad-based agrarian transformation, strategically increasing rural development, and improving the land reform programme. NDZ has several land restitution claims and a few redistribution projects. Considering the agricultural potential of the area, large areas in the central portion of the municipality with high potential agricultural land are affected by land reform.

Settlement of these land restitution claims should be undertaken in a manner that enhances the productive value of the land and generates economic benefits for the beneficiary communities. In addition, its implementation should be embedded in the notion of sustainable and integrated development.

The following should guide future implementation of the land reform program within the municipality:

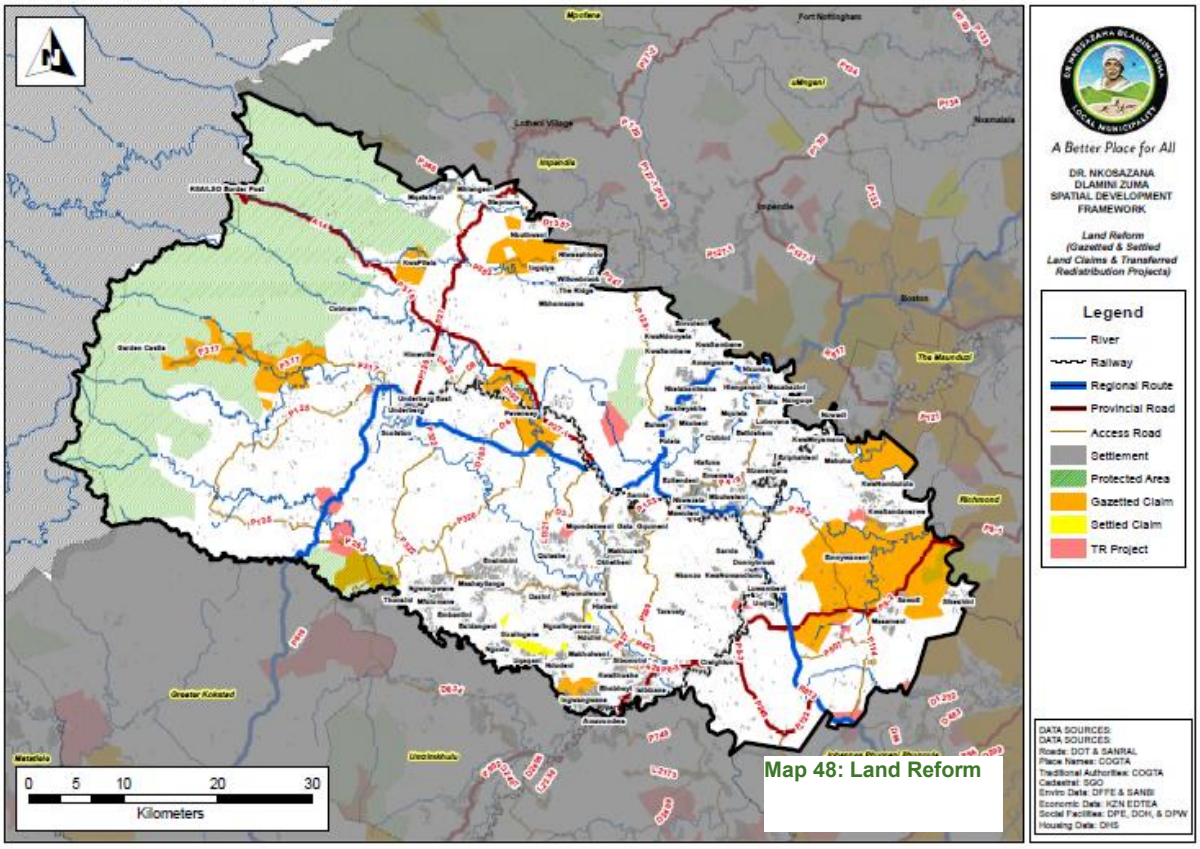
- Clustering projects in a geographic area (across products) to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.

- Land reform beneficiaries should be provided with agricultural development support including assistance with productive and sustainable land use, infrastructure support, agricultural inputs, and strategic linkages with the markets.

- There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be in accessible areas, which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

- Identification of high impact projects and integration into the local value chain or development proposals.

- These projects should also be integrated into the LED program of the Municipality.



Map 48: Land Reform

1.5. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENTS

1.5.1. RADICAL LAND REFORM PROGRAMME

A land identification exercise should be undertaken to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to the land that is subject to the current and planned housing projects. The exercise should be based on the following criteria:

- Ownership of land.
- Restrictive conditions of title and other encumbrances.
- Current land use and existing zoning.
- Size and potential yield for different housing products.
- Availability of services.
- Location in relation to employment and other urban opportunities.
- Market value of the land as determined by the municipality for rating purposes.
- Geotechnical, topographical, and other environmental conditions.
- The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

  A land release policy should support this exercise and clearly state the way the municipality will acquire, allocate land, and release it for development. In some instances, this may include entering collaborative initiatives with the private sector (e.g., private public partnerships).

1.5.2. HOUSING DELIVERY

A differential strategy should be followed in the development of human settlements. Focus in the urban areas should be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

The housing demand for 2016 was estimated at 22 181 in accordance with the municipal Housing Sector Plan, 2018. The housing demand is projected to increase to 25 341 households by 2026 and 27 086 by 2031. Based on the data from Stats SA, approximately 28 238 households in the municipality are eligible for housing subsidies. These include most households located within the traditional settlement areas.

The table below indicates some the new proposed housing projects.

Table 99: Proposed Housing Project

Short Term Projects	Medium Term Projects	Long Term Projects
Mpumlwane / Khukhulela Housing Project 1600 units (ward 05)	Himmeville Housing Project 500 units (ward 02)	Ridge Housing Project
Gala Housing Project 1100 units (ward 07)	Zashuke Housing Project 1600 units (ward 12)	Underberg Housing Project (800 units)
Ntekaneni Housing Project 800 units (ward 13)	Qulashe Housing Project 700 units (ward 06)	Masameni/ Skhesheni Housing Projects (630 units)
Sizanenjane Housing Project 300 units (ward 12)	Nomandlovu Housing Project 1000 units (ward 14)	Glenmaize Housing Projects (12 units).
Kilmun housing Project 2000 units (ward0 04)		
Nkwezela/Dumabezwe 2000 units (ward 09 ward 10)		

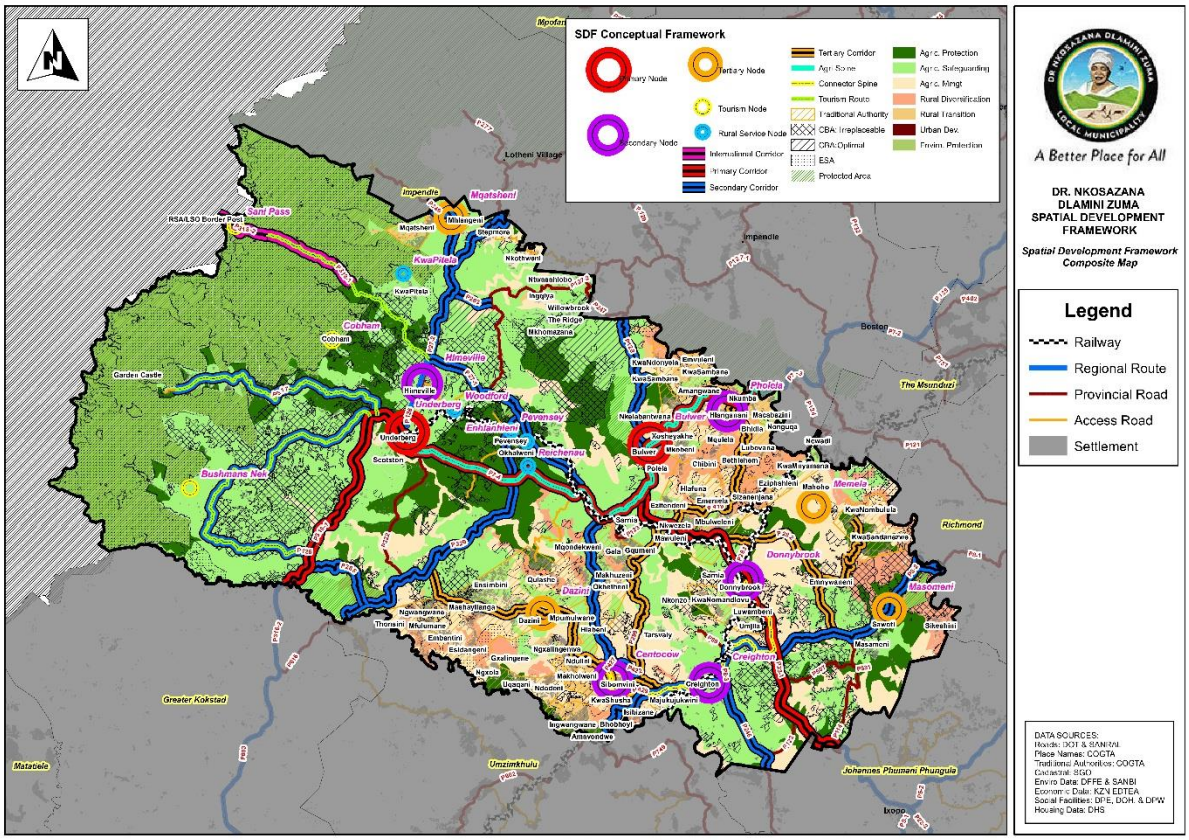
1.5.3. INFORMAL SETTLEMENTS

Informal settlements are not homogenous, but one common factor in their formation is that they provide an initial point of access into the urban environment for incoming migrants, or for those moving from

When preparing, reviewing, or amending planning schemccces, the municipality will include provisions for protecting good quality agricultural land.

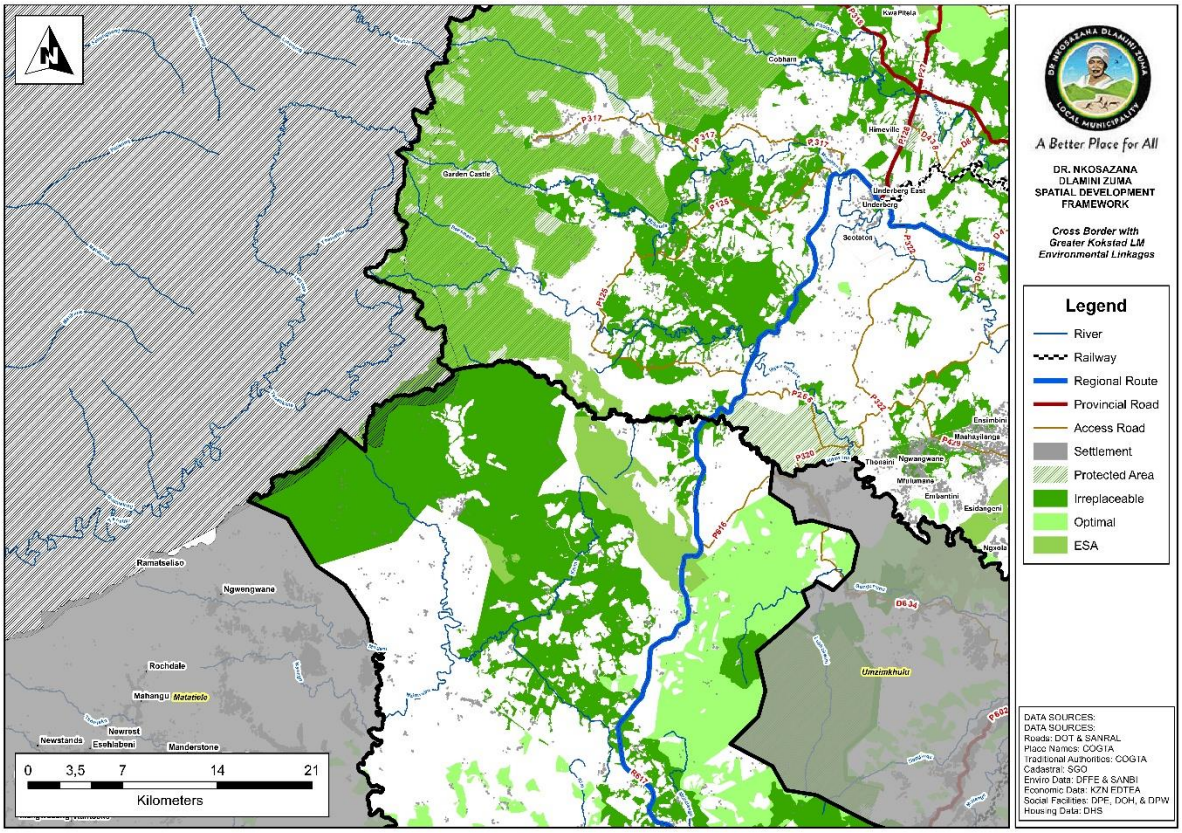
The preparation of land use schemes should include an evaluation of alternative forms of development and significant weight should be given to those strategies, which minimise the impacts on good quality agricultural land. Zoning and subdivision regulations are local regulatory tools that can be used to reduce the impact of development on agricultural lands.

1.6. CONSOLIDATED MSDF

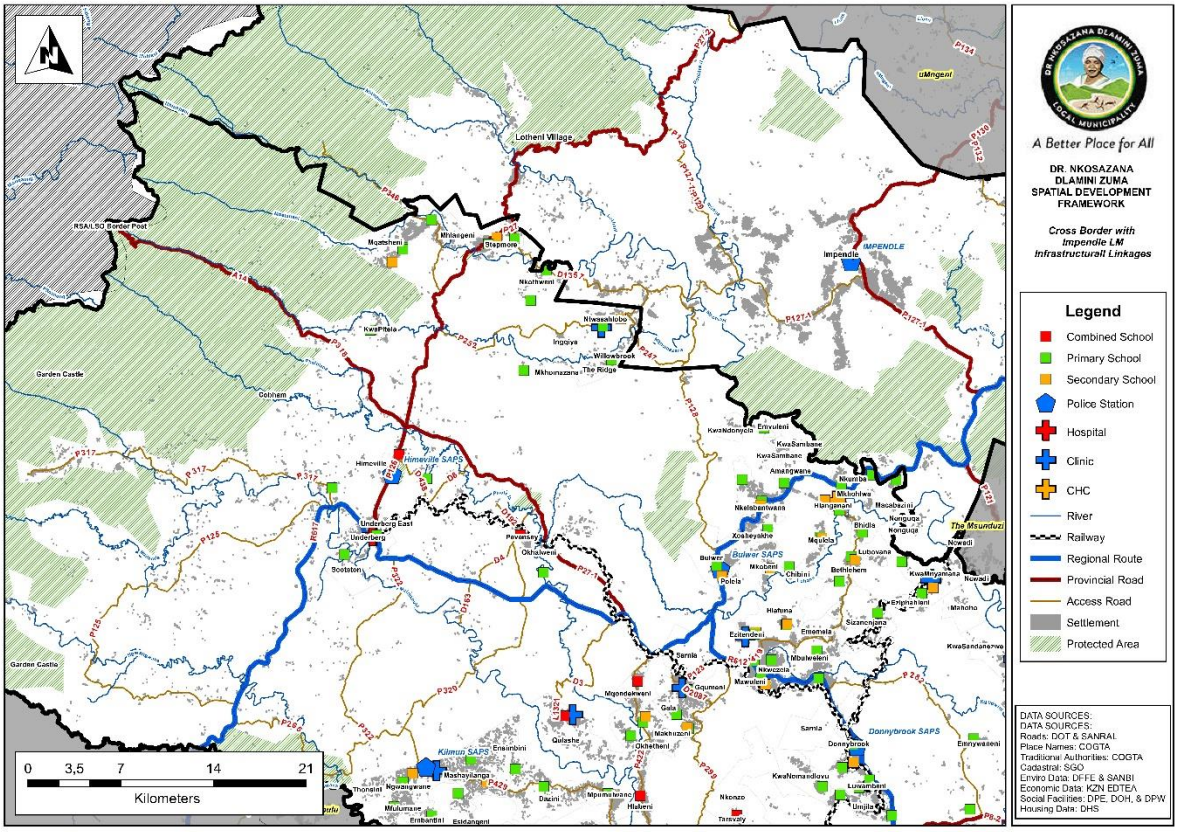


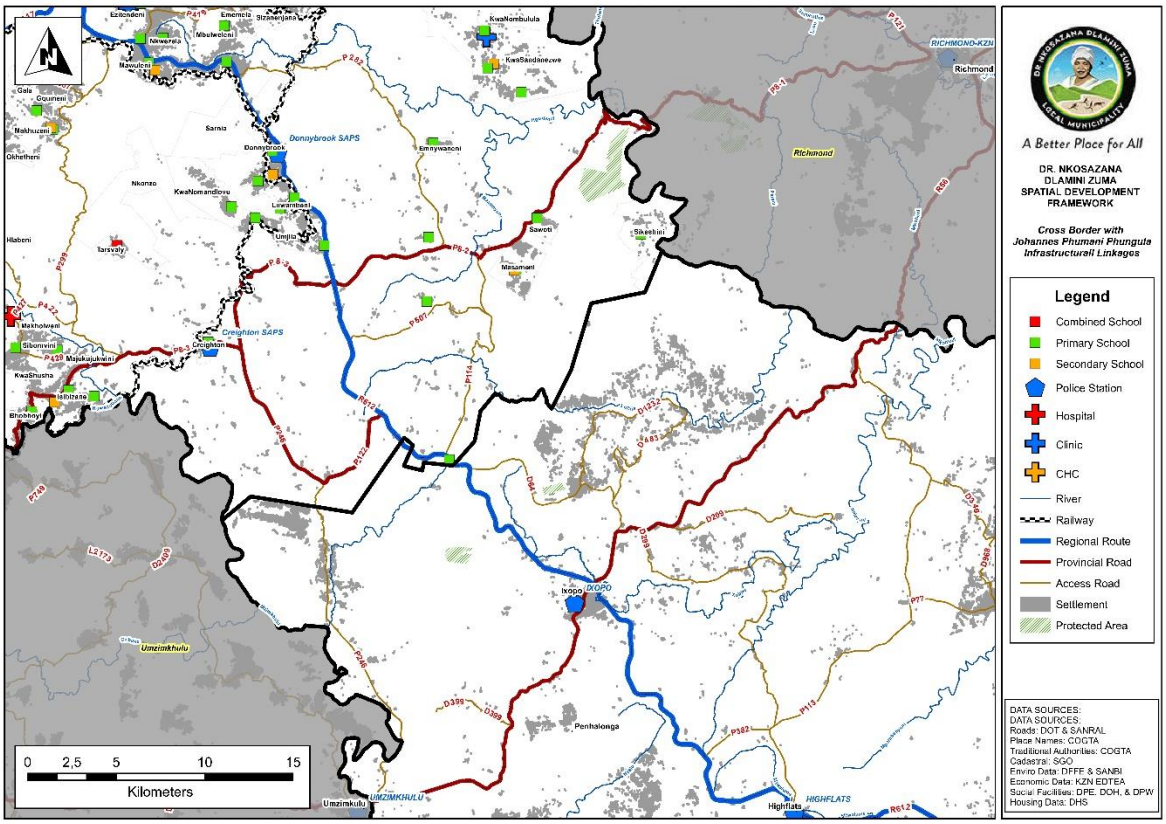
Map 49: Consolidated SDF

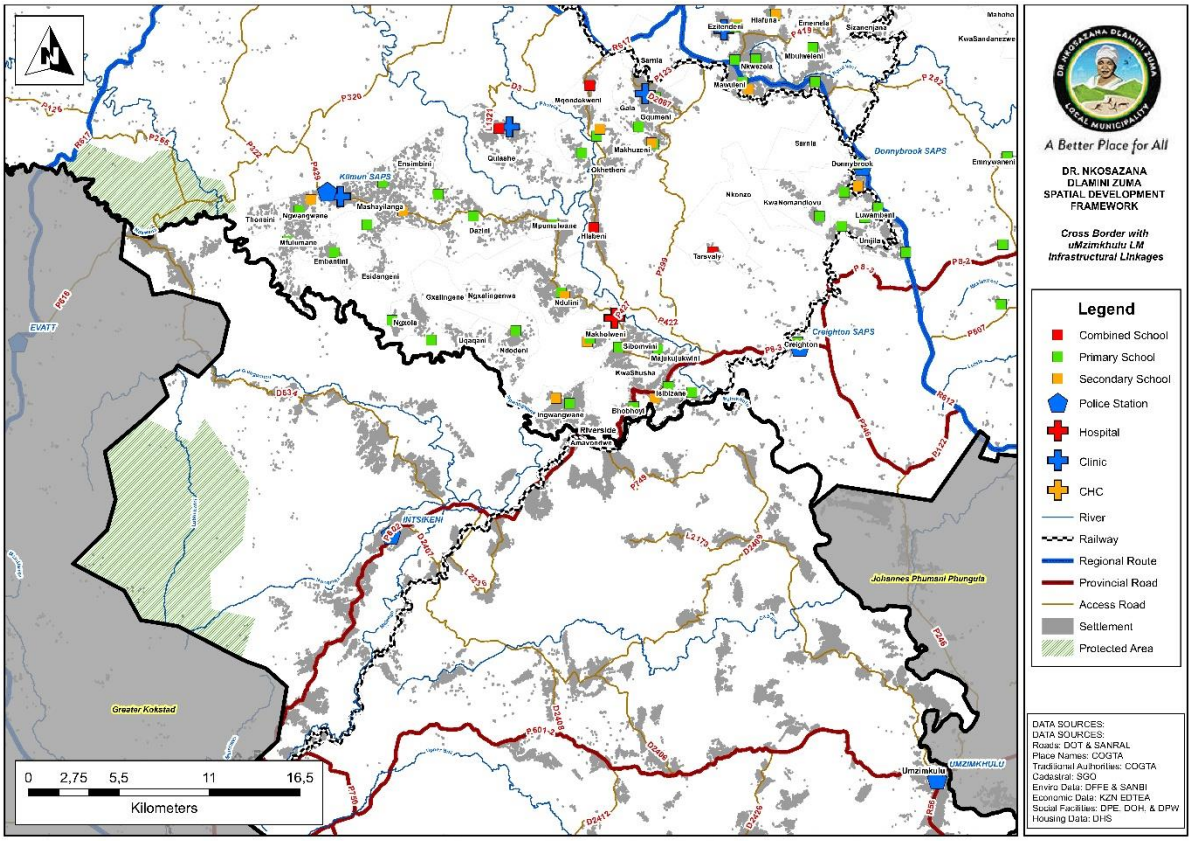
1.7. NEIGHBOURING MUNICIPALITIES SDF – CROSS-BORDER

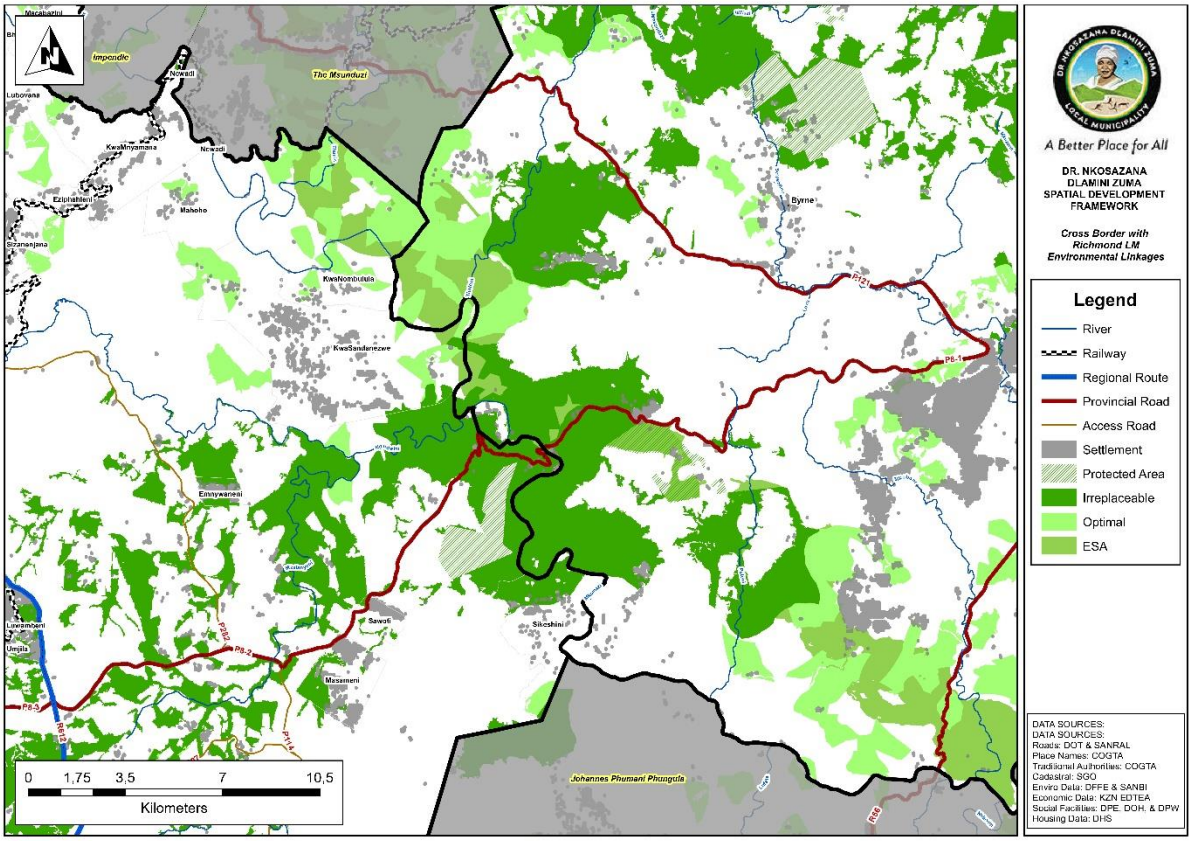


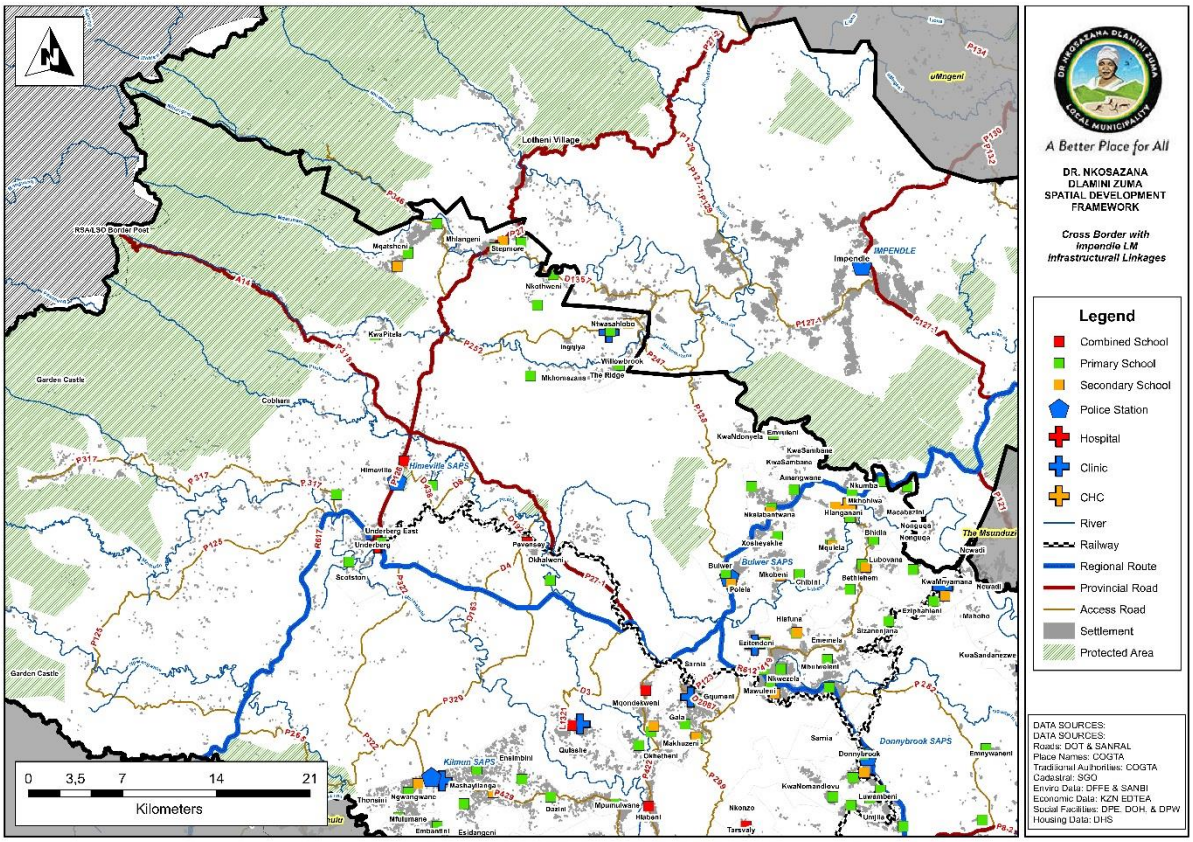
Map 50: Neighbouring municipalities

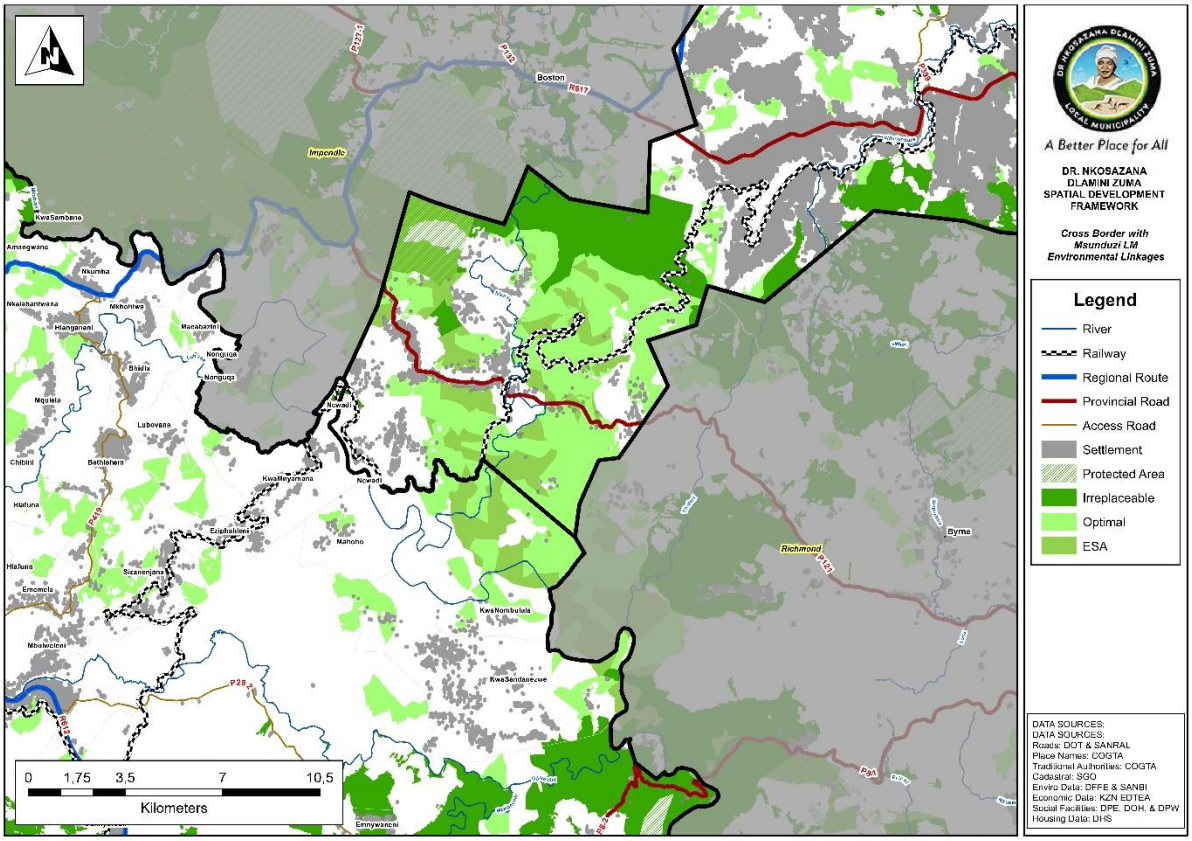

A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Cross Border with Impendle LM Infrastructural Linkages
Legend
Combined School
Primary School
Secondary School
Police Station
Hospital
Clinic
CHC
River
Railway
Regional Route
Provincial Road
Access Road
Settlement
Protected Area
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
0 3,5 7 14 21
Kilometers
Himeville SAPS
Bulwer SAPS
Donnybrook SAPS
Kilmun SAPS
IMPENDLE
Lotheni Village
RSA/LSO Border Post
Garden Castle
Cobham
Underberg
Bulwer
Donnybrook
The Msunduzi


A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Cross Border with Johannes Phumani Phungula Infrastructural Linkages
Legend
Combined School
Primary School
Secondary School
Police Station
Hospital
Clinic
CHC
River
Railway
Regional Route
Provincial Road
Access Road
Settlement
Protected Area
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
0 2,5 5 10 15
Kilometers
Donnybrook SAPS
Creighton SAPS
Richmond
RICHMOND-KZN
IXOPO
HIGHFLATS
UMZIMKHULU
Umzimkulu
Penhalonga

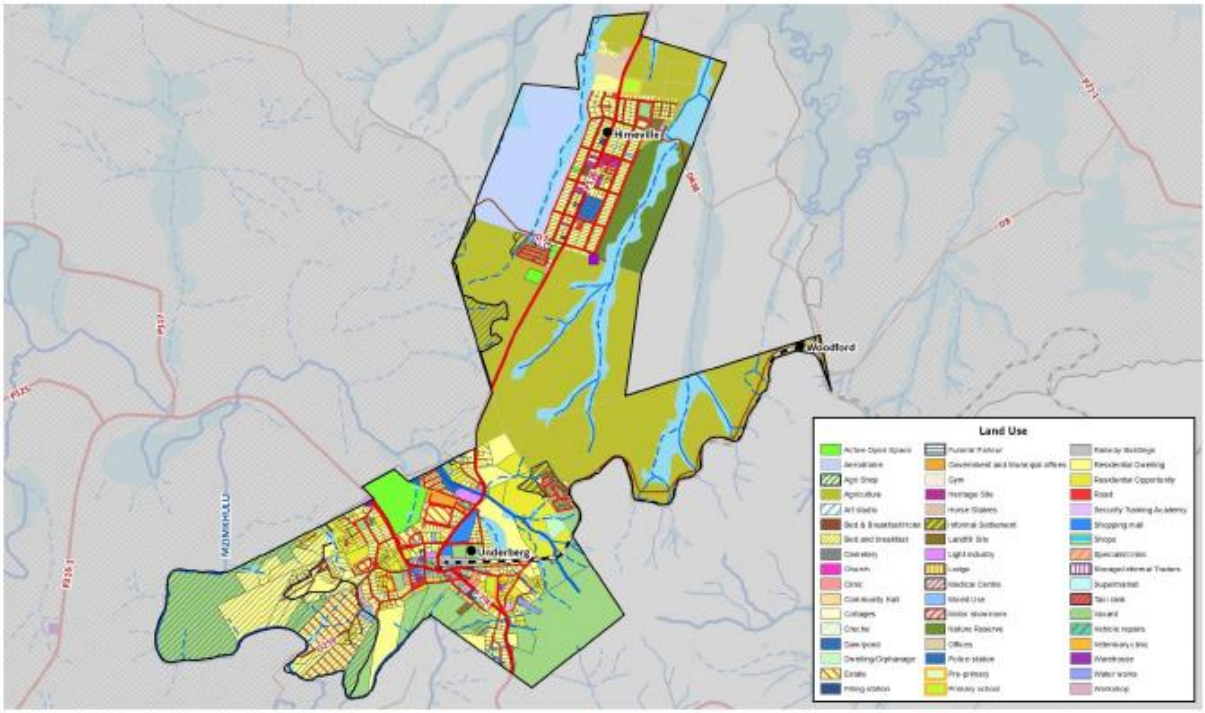

A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Cross Border with uMzimkhulu LM Infrastructural Linkages
Legend
Combined School
Primary School
Secondary School
Police Station
Hospital
Clinic
CHC
River
Railway
Regional Route
Provincial Road
Access Road
Settlement
Protected Area
DATA SOURCES:
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Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
0 2,75 5,5 11 16,5
Kilometers
Donnybrook SAPS
Creighton SAPS
Kokstad SAPS
Greater Kokstad
Johannes Phumani Phungula
UMZIMKHULU
INTSIKENI
EVATT

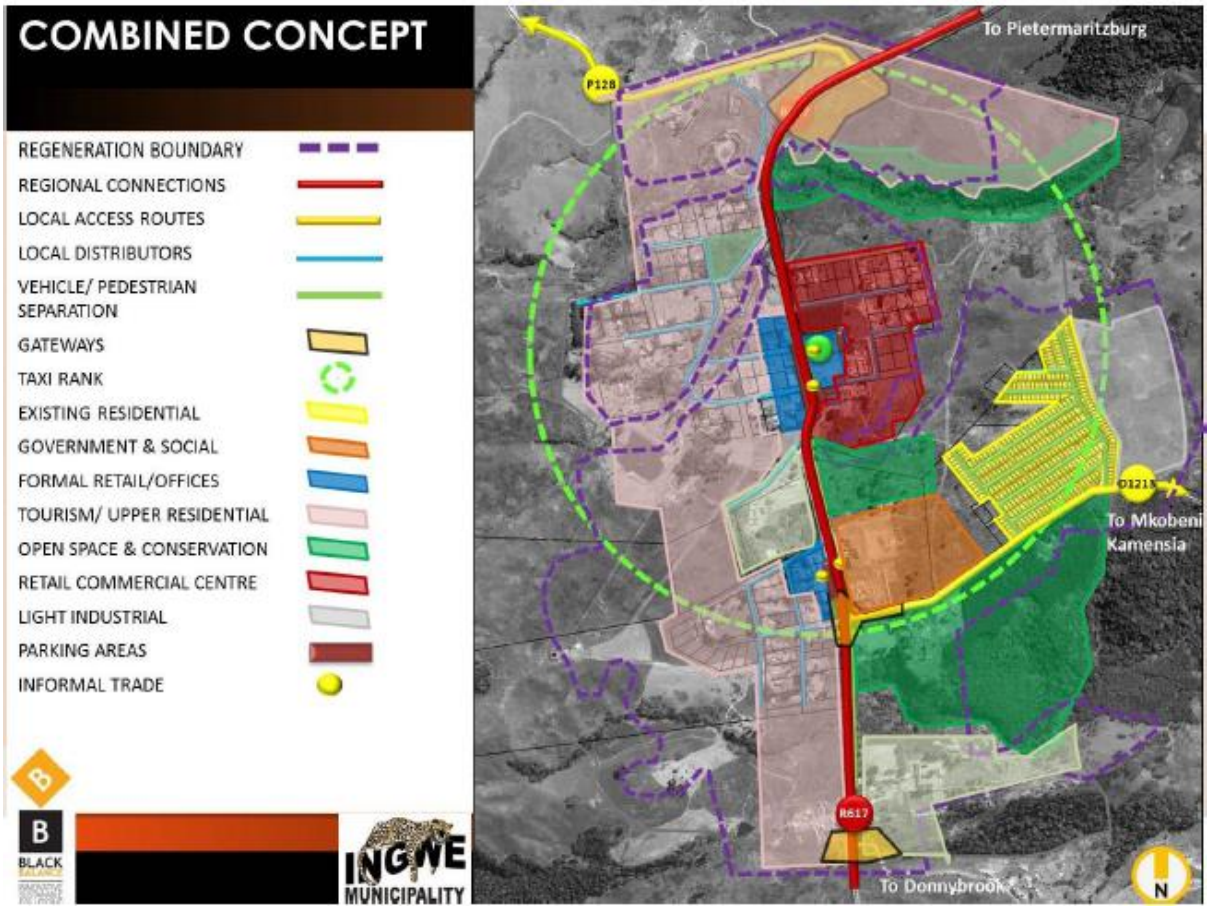

Impendle
Nkwadi
Thc Msunduzi
Kwanyamana
Ezintabeni
Maheho
Sizamanjana
KwaNombululo
KwaSandanezwe
Byrne
Emnyameni
Sawoti
Silcshini
Masameni
Lawembeni
Umjila
Johannes Phumani Phungula
0 1,75 3,5 7 10,5
Kilometers
A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Cross Border with Richmond LM Environmental Linkages
Legend
River
Railway
Regional Route
Provincial Road
Access Road
Settlement
Protected Area
Irreplaceable
Optimal
ESA
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
Traditional Authorities: COGTA
Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS

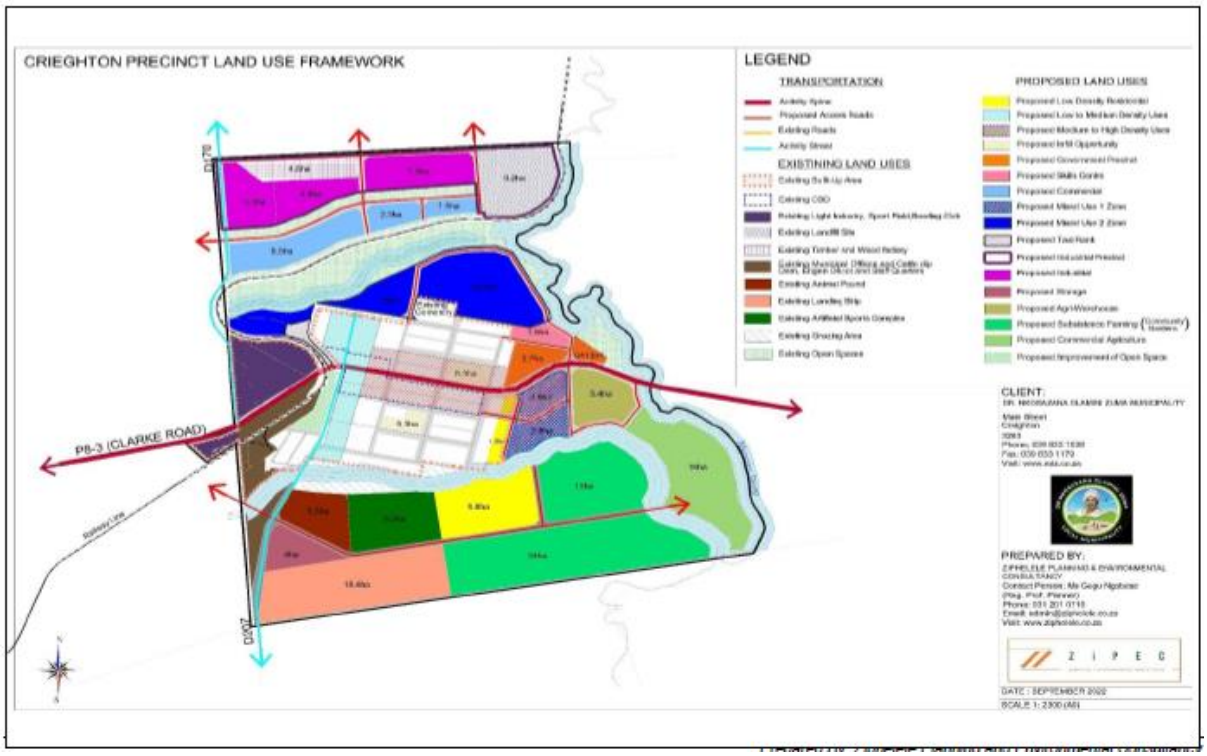

A Better Place for All
DR. NKOSAZANA DLAMINI ZUMA SPATIAL DEVELOPMENT FRAMEWORK
Cross Border with Impendle LM Infrastructural Linkages
Legend
Combined School
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Protected Area
0 3,5 7 14 21
Kilometers
DATA SOURCES:
DATA SOURCES:
Roads: DOT & SANRAL
Place Names: COGTA
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Cadastral: SGO
Enviro Data: DFFE & SANBI
Economic Data: KZN EDTEA
Social Facilities: DPE, DOH, & DPW
Housing Data: DHS
Himeville SAPS
Bulwer SAPS
Donnybrook SAPS
Kilimm SAPS
IMPENDLE
The Msunduze
Garden Castle
R54/L30 Border Post

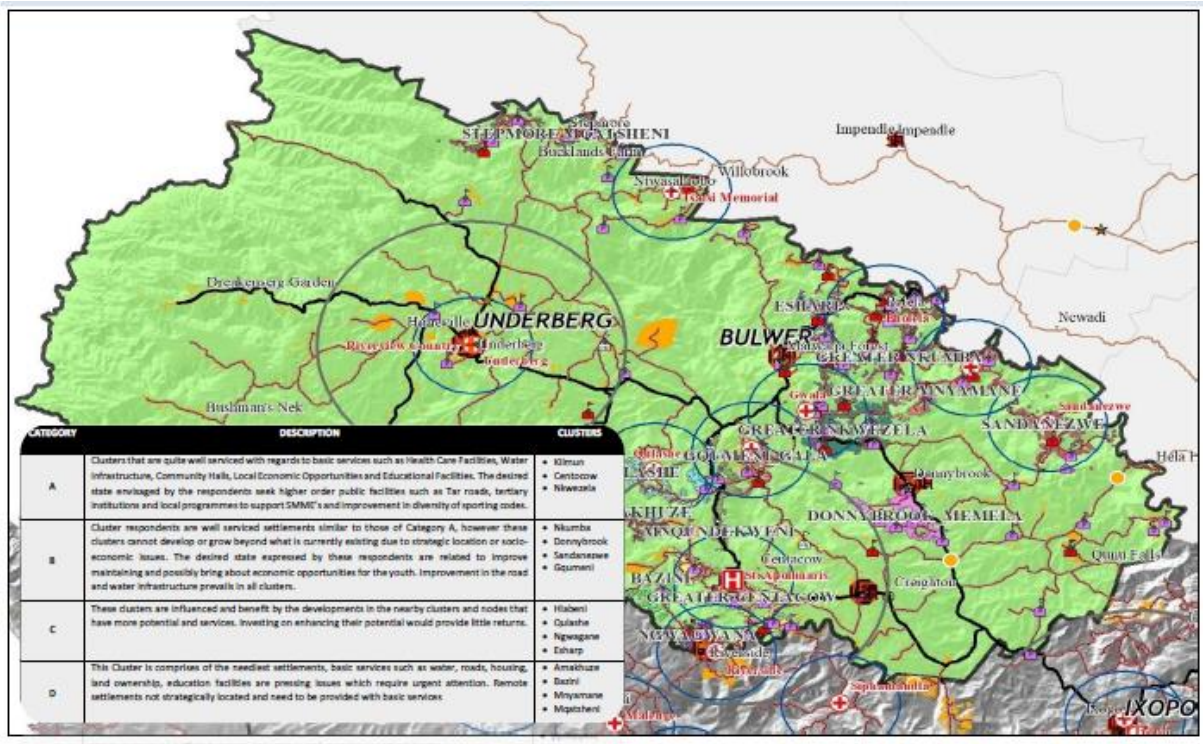


1.8. PRECINCT PLANS




COMBINED CONCEPT
REGENERATION BOUNDARY
REGIONAL CONNECTIONS
LOCAL ACCESS ROUTES
LOCAL DISTRIBUTORS
VEHICLE/ PEDESTRIAN SEPARATION
GATEWAYS
TAXI RANK
EXISTING RESIDENTIAL
GOVERNMENT & SOCIAL
FORMAL RETAIL/OFFICES
TOURISM/ UPPER RESIDENTIAL
OPEN SPACE & CONSERVATION
RETAIL COMMERCIAL CENTRE
LIGHT INDUSTRIAL
PARKING AREAS
INFORMAL TRADE
B
BLACK
INGWE MUNICIPALITY
To Pietermaritzburg
P128
D1213
To Mkobeni
Kamensia
R617
To Donnybrook
N





1.9. ENVIRONMENTAL MANAGEMENT PLAN

E.2. IMPLEMENTATION PLAN

This Section of the IDP deals with the 5 Year Implementation Plan and prioritized projects.

Impementation Plan is attached to the IDP as Annexure D

E.2.2. KEY CATALYTIC PROJECTS

Table 100: Catalytic projects

NO.	PROJECT NAME	PROJECT DESCRIPTION	PROJECT STATUS	CLUSTER RESPONSIBLE	BUDGET
1.	Harry Gwala District Religious Tourism Route.	District-wide Mapping and marking of the 186km Abbot Pfanner Trappist trail This will also provide an opportunity for tourism services, accommodation, tour guides and marketing. Diocese of Mariannhill and Abbot Pfanner Trappist Trail Association	Feasibility and business plan study completed.	**ESID** Diocese of Mariannhill and Abbot Pfanner Trappist Trail Association	R1.8m
	CENTOCOW MISSION:	30°00’53.7 S, 29°43’29.3 E			
	KEVELAER MISSION:	29°54’358 S, 29°52’01.3 E			
	REICHENAU MISSION:	29°49’02.6 S, 29°37’51.3 E			
	EMMAUS MISSION:	30°15’40.0 S, 29°47’27.7 E			
	LOURDES MISSION:	30°11’59.6 S, 29°40’58.9, E			
	ST ISADORE MISSION (KINGS GRANT):	30°09' 03.18 S, 30°06' 16.63 E			

	MARIATHAL MISSION:	30°06'58.7 S, 30°05'35.6 E			
2	Dr Nkosazana Dlamini-Zuma Underberg-Pevensey Rail Line and Alan Paton train station	Refurbishment of existing train stations and exploring trading opportunities at new or existing stations and markets in Underberg–Himeville.This initiative aims to support the use of the rail line between Underberg and Pevensey in Kwa Sani, and Creighton to Riverside in Umzimkhulu LM. Dept of Transport, Local Municipality, Harry Gwala Development Agency, Treasury, and uMzimkhulu LM.	concept stage	**ESID** Dept of Transport, Local Municipality, Harry Gwala Development Agency, Treasury, and uMzimkhulu LM.	R520 000 000
6	Dr Nkosazana Dlamini Zuma Donnybrook Biomass Project	400 jobs created at construction of a biomass factory in Donnybrook HGDA, EDTEA, **29.872466 29.91867**	Complete and commissioned. PORA (Phambili Onion Ring Agreement signed) with stakeholders committing to provide opportunities to local business.	**ESID** HGDA, EDTEA,	R40 000 000
7	UMzimkhulu Aloe Processing Plant This opportunity entails the construction of an aloe processing plant which will be in Umzimkhulu LM. Agro-processing	uMzimkhulu LM, private sector Ward 5 **-30,111,461** **29,754,637** TBD	Business Plan in place	**ESID** uMzimkhulu LM, private sector, UKZN, HGDA	R17 305 393 for Phase 1 R3 313 976 for Phase 2

	ventures can add value to raw agricultural products.				
8	Harry Gwala District District wide grain storage/handling facility	R2 billion budget, Johannes Phungula area and is aimed at providing storage facilities to all district-wide farmers. In consideration, is the bulk infrastructure development such as the widening of the R56 and the construction of a weighbridge. It presents an opportunity to establish a Petro Port, housing facilities, and logistics cooperatives and stimulate farmer's activities. It has a very high potential to develop and promote nodal development. HGDA, Dept. Of Agriculture Johannes Phungula area at Ellerton farm **30,079,443** **-30,125,349**	A business plan is done. By searching for the new site.	**ESID** HGDA, Dept. Of Agriculture	R3 313 976 for Phase 2
9	Harry Gwala District industrial hemp production and establishment of a processing plant Pod City and Assembly Plant	The project aims at establishing a pod city where hemp and cannabis are grown for export market and medicinal use. The project also involves the establishment of Hemp farms and establishment of a manufacturing plant of PODs. Opportunities lie in Farming hemp &	Existing Partnerships with international markets (JV Agreement in place). Licensing application – cultivation and research (cannabis) and hemp production license	**ESID** HGDA, private sector, Dept. Of Agriculture	R10 000 000 for the Pilot project

		cannabis, manufacturing by-products (such as eucalyptus oil), exports, and R&D, logistics, packaging. HGDA, Trimedicana /Tricebs, Dept. Of Agriculture, Dept. of Rural Dev & Land Reform Hemps Farms to be determined and the processing plant. Initial site: **30.06867** **3,014,737**	application lodged with RSA Regulatory Authority.		
10.	Dr Nkosazana Dlamini- Zuma Agro-processing Hub	TBD This enterprise is still at the concept stage it involves establishing an agro-processing hub that will provide the required food processing and packaging focusing on fresh produce, poultry, and beef processing. The objectives of this project are unleashing agricultural potentials, infrastructure, nodal development, and logistics. It will also provide an opportunity for exporting, research, and economic development.	Project concept plan completed.	**ESID** Dept of Agriculture, Land Reform and Rural Development, COGTA, Harry Gwala District, Local Municipality	R40 000 000
19.	Dr Nkosazana Dlamini Zuma Commercialization of Sani Pass Boarder	Converting Sani Pass Tourist border post to a commercial border post National Treasury, National Govt - COGTA, Home Affairs, SARS, Lesotho Govt	Concept Stage	**ESID**	R150 000 000

		Underberg-Sani Pass **29.603; 29.339** TBD			

SECTION F – CHAPTER 6: FINANCIAL PLAN

6.1. PURPOSE OF THE FINANCIAL PLAN

The purpose of the financial plan is to set out details of the financial issues that need to be addressed in a financial year. It is meant to be a tool to highlight any financial shortcomings. Financial planning is the organization of financial data for the purpose of developing a strategic plan to constructively manage revenue, expenditure, assets and liabilities to meet short, medium and long-term goals and objectives. Roy Deliberator contends that financial planning is looking at the future and brings it back to the present while you can still do something about it. It is therefore imperative to scrutinize the state of the municipal finances with regards to possible future income sources and the areas where such income is likely to be applied given the present level of backlogs and community priorities. The Financial Plan is a tool that is generally used by municipalities to influence the contents of the IDP so as to ensure that the IDP is actually funded and that Cash is actually available to implement projects in terms of Municipal IDP objectives. In order to ensure that projects identified in the IDP are implemented through sound financial planning, the municipality needs to ensure that:

A financial plan is developed specifying the projects to be undertaken, the associated time frames within which they are to be completed as well as sources of funding for the projects. The projects are prioritized in terms of the needs of the community. The IDP is linked to financial planning. A financial plan involves producing a medium term (five year) projection of capital and operating expenditure. The projections include an overall overview of likely future tariffs assuming that all other things remain equal.

Dr Nkosazana Dlamini Zuma Local Municipality drafted a comprehensive Multi-Year Financial Plan that will help ensure long-term financial sustainability for the Municipality. It is considered an important component of the municipality's Integrated Development Plan.

The Multi-Year Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of Service Delivery. The plan ensures, that the municipality maintains good financial health and sustainability.

6.2. FINANCIAL STRATEGY FRAMEWORK

The Municipality is a developing and growing municipality striving for service delivery excellence. Therefore, many challenges are faced in Financial Planning and they change constantly, due to the dynamic setting of Local Government. The priority of the municipality is

to ensure viability and sustainability of the municipality, from the financial perspective. The Multi-Year Financial Plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies include:

6.3. REVENUE ENHANCEMENT STRATEGY:

- To seek alternative sources of funding;
- Expand Income base through implementation of new Valuation Roll;
- The ability of the Community to pay for services;
- Identification and pursuance of Government Grants;
- Tightening Credit Control measures and Debt Collection Targets;
- Improve customer relations and promote a culture of payment;
- Realistic Revenue estimates;
- The impact of inflation, the Municipal cost index and other cost increases; and
- The creation of an environment, which enhances growth, development and service.

6.4. ASSET MANAGEMENT STRATEGY:

- The implementation of a GRAP compliant Asset Management System;
- Adequate Budget provision for Asset Maintenance over their economic lifespan
- Maintenance of asset according to an Infrastructural Asset Management Plan
- Maintain a system of Internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by Insurance.

6.5. FINANCIAL MANAGEMENT STRATEGIES:

- To maintain an effective system of Expenditure control including procedures for the approval,
- authorization, withdrawal and payment of funds.
- Preparation of the Risk Register and application of Risk Controls;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transaction;
- Implementation of cost-containment strategy
- Prepare Annual Financial Statements on a quarterly basis and review performance and achievements for past financial years.

6.6. OPERATIONAL FINANCING STRATEGIES:

- Effective Cash Flow Management to ensure continuous, sufficient and sustainable cash position;

- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP, and
- To improve Supply Chain Management processes in line with SCM regulations.
- Ensure service delivery needs are in line with Multi-year Financial Plan;
- Careful consideration / prioritization on utilizing resources in line with the IDP;
- Analyze feasibility and impact on operating budget before capital projects are approved;
- Improve capital budget spending; and
- Maximizing on infrastructural development, through the efficient use of all available resource.

6.7. CAPITAL FUNDING STRATEGIES:

Cost-Effective Strategy:

- Restrict capital and operating expenditure increases in relation to the inflation rate taking into
- consideration the macro economic growth limit guideline and Municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions
- Provision of bad debts of at least 5% of the total debts
- Overall cost escalation to be linked to the average inflation rates
- Tariff increase to be in line with inflation plus Municipal growth except when regulated;
- Maintenance of assets of at least 8% of total operating expenditure
- Utilization of Equitable Share for indigent support through Free Basic Services.

6.8. MEASURABLE PERFORMANCE OBJECTIVES FOR REVENUE:

Financial Management Policies:

- The purpose of Financial Policies is to provide a sound environment to manage the financial affairs of the Municipality.

The following are key budget related policies:

- Tariff Policy: The Policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;
-
- Property Rates Policy: a policy required by the Municipal Property Rates Act, Act 6 of 2004. This Policy provides the framework for the determination of rates;

Indigent Management Support Policy: to provide access to and regulate free basic services to all indigents; Indigents are those households who are unable to access or pay for basic services due to a number of socio-economic factors. Indigents must gain access to the municipal services such as refuse removal, electricity and alternative energy where no electricity is available. The municipality needs to ensure that the services provided to indigent households are always maintained and available.

The indigent subsidy must be targeted to the poor.

Budget Policy: this policy set out the principles, which must be followed in preparing Medium Term Revenue and Expenditure Framework Budget. It further ensures that the Budget reflects the strategic outcomes embodied in the IDP and related strategic policies.

Asset Management Policy: the objective of the policy is to prescribe the accounting and administrative procedures relating to the property, plant and equipment;

Accounting Policy: The policy describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards.

Supply Chain Management Policy: this policy is developed in terms of Section 1 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this Policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of Municipal Services. Refer to paragraph 19 of the attached SCM policy, which make reference to preferential procurement policy framework act 5 of 2000 which makes provision for the disabled individuals/directors to qualify for tenders.

Subsistence and Travel Policy: this policy regulates the reimbursement of travelling and subsistence costs to officials and Councillors attending official business.

Credit Control and Debt Collection Policy: this policy provides for Credit and Debt Collection Procedures and mechanisms to ensure that all consumers pay for the services that are supplied.

Cash Management and Investment Policy: this policy was compiled in accordance with the Municipal Invest Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible.

Short-term Insurance Policy: the objective of the policy is to ensure the safe-guarding of Council's assets.

Cost Containment Policy: The objectives of this policy are to ensure that the resources of the municipality are used effectively, efficiently and economically;

6.9. TARIFF SETTING

Dr Nkosazana Dlamini-Zuma Local Municipality derives its revenue from the provision of services such as electricity, water, sanitation and refuse removal, government departments as well as other minor charges such as traffic fines derive a considerable portion of the revenue from property rates and grants. The municipality rakes revenue through the following property rates.

Record the circumstances under which a municipality may incur debt. Describe the conditions that must be adhered to by the Municipal Manager or his/her delegate when a loan application is submitted to council for approval; and record the key performance indicators to ensure access to the money markets.

6.10. DEBT MANAGEMENT POLICY

To maintain a Debtors payment rate of above 90%. To keep the Capital cost on the Operating Budget less than 18%.

The objectives of this policy are to:

- To maintain the Debtors to revenue ratio below 10%
- To maintain a Debtors payment rate of above 90%
- To keep the Capital cost on the Operating Budget less than 18%

6.11. PETTY CASH POLICY

- To ensure the correct procedures are followed when requesting a petty cash facility.
- To ensure that petty cash is kept safe at all times.
- To ensure that advances are only paid for valid expenses purchases and that all transactions are accurate and complete

- ☞ To ensure that petty cash is balanced and reconciled on a daily basis in order to detect mistakes, and to prevent the float bein7nbcg depleted before replenishment takes place
- ☞ To ensure that replenishment of petty cash is done when required and that replenishment only takes place for amounts that are supported by valid supporting documents.
- ☞ To ensure that the petty cash facility is available and managed well in the absence of the regular petty cash official

6.12. REVENUE FRAMEWORK

The objectives of this policy are:

- ☞ Dr Nkosazana Dlamini-Zuma LM maintains that in order to serve the Community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.
- ☞ It takes serious cognizance of the developmental backlogs and poverty, which challenges the revenue generation capacity.

The requests always exceed the available funds.

This becomes more evident when compiling the municipal Annual Budget. Table below outlines the projected revenue for the municipality over the medium term.

Revenue by Source and Grant Funding

Table 101: Revenue by Source and Grant Funding

DESCRIPTION	2025/2026 Final Budget	2025/2026 Adjustment Budget	2026/2027 Draft Budget	2027/2028 Budget	2027/2028 Budget
REVENUE					
PROPERTY RATES AND PENALTIES	- 54 293 639	- 54 293 639	- 58 636 750	- 60 571 763	- 62 510 059
WASTE MANAGEMENT:REFUSE REMOVAL	- 4 861 014	- 5 421 671	- 6 160 342	- 6 314 350	- 6 472 209
LICENCES AND PERMMITS	- 1 215 855	- 1 345 855	- 1 382 254	- 1 416 810	- 1 452 230
TRAFFIC:COURT FINES	- 602 728	- 702 728	- 920 850	- 943 871	- 967 468
GOVERNMENT GRANTS AND SUBSIDIES	- 179 187 000	- 179 712 000	- 176 230 000	- 173 128 000	- 185 247 000
INTEREST EARNED - EXTERNAL INVESTMENTS	- 16 731 673	- 13 731 673	- 14 423 737	- 14 784 330	- 15 153 939
OTHER REVENUE	- 5 624 620	- 6 850 530	- 7 429 125	- 7 672 313	- 7 916 232
TOTAL REVENUE EXCLUDING INEP	**- 262 516 529**	**- 262 058 096**	**- 265 183 057**	**- 264 831 438**	**- 279 719 137**

Table 102: Tariff setting

Goods /Service	Dr Nkosazana Dlamini Zuma Municipality Tariffs 2025/2026	Dr Nkosazana Dlamini Zuma Municipality Tariffs 2026/2027
RAT01: RESIDENTIAL PROPERTIES	2.01	2.09
RAT02: BUSINESS, COMMERCIAL, INDUSTRIAL PROPERTIES	3.22	3.33
RAT03: AGRICULTURAL PROPERTIES	0.50	0.52
RAT04: PUBLIC SERVICE PURPOSES	2.01	2.09
RAT05: PUBLIC SERVICE INFRASTRUCTURE	0.50	0.52
RAT06: PUBLIC BENEFIT ORGANISATION	0.50	0.52
RAT10: RESIDENTIAL SMALL HOLDING	2.01	2.09
RAT12: VACANT LAND	2.01	2.09
UNAUTHORISED USE OF RESIDENTIALLY ZONED PROPERTIES	6.06	6.28
UNAUTHORISED USE - BUSINESS, COMMERCIAL, INDUSTRIAL PROPERTIES	9.65	10.00
MULTIPURPOSE*	*	*
*Multiple properties will be rated according to the multiple purposes as defined in the Act. This is defined as properties that have multiple use categories; however, all the categories will be billed on the same stand and account.		

The additional revenue that will be generated through tariff increased has to ensure continued service delivery.

The latest figures released by Statistics SA indicate contractions in several spheres of the economy. This confirms that the disposable income of households remains under a lot of strain. By drastically increasing tariffs on essential commodities, more strain will be added on the already cash stripped resident and commercial owners. Increase beyond the CPIX included in the Medium Term will only add to bad debt which is already high and a decline in the cash flow has been noted. It must be kept in mind that household cash flow will definitely be strained by tariff increase of ESKOM.

Refuse Removal
The reductions, rebates, exemptions and phasing-in discount set out in the Rates Policy are taken into account when calculating the actual rates payable for the year. The method and time of payment is set out in the Rates Policy and is applicable in the case of the municipality. Interest on overdue accounts is charged at 18% per annum using the “simple interest” basis of calculation. There is a 1.5% Monthly interest is charged on refuse.
From the household perspective, how much more will be paid in rand is of more interest than the percentage increase in the various tariffs and rates. The implementation of the Credit Control and Debt Collection Policy, particularly concerning the appointment of the Debt Collection Agency, will assist in ensuring that the municipality improves the collection of

outstanding debt, even though National Public works still owes big sums of money. However, it is envisaged that with the pressure on tariff increases to fund the Medium Term Budget, the payment rate will become under pressure, special attention will have to be paid on managing all revenue, and cash streams especially debtors. Proper management of Pound will also contribute to the additional Revenue streams.
The Equitable Share allocation is mainly used to provide free basic services to approximately 988 Indigents. The number of registered Indigent is expected to increase during 2018-2019 budget year. In respect of refuse removal, a 100% subsidy per household per month will apply. In respect of electricity, a 100% subsidy up to 50kWh per month will apply.

Attention is drawn to the fact that the Rates Policy provides relief, upon application by property owners, for various types of owners and various types of properties. To avoid ambiguity, this information is not repeated here and the reader is therefore referred to the rates policy document.

Table 103: Rates on Refuse Removal

REFUSE REMOVAL		
Category of property	2025/2026	2026/2027
Government Housing	880	913
Residential Properties	5238	5432
Residential Properties: Creighton, Bulwer and Donnybrook	1721	1784
Tourism & Hospitality Urban properties	5238	5432
Agriculture & Residential smallholding properties	5238	5432
Bulk Refuse	123609	128182

Some of the salient features and best practice methodologies relating to expenditure include the following:
Expenditure Framework
Balanced budget constraint (Expenditure cannot exceed Revenue)
Capital programme aligned to IDP Priorities
Operational gains and efficiencies resulting in additional funding capacity on the Capital programme as well as redirection of funding to other critical areas

The following table is a high-level summary of the total projected expenditure for the Municipality over the Medium- Term period and is aligned

KZN436 Dr Nkosazana Dlamini Zuma - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Financial Performance										
Property rates	–	42,392	44,315	46,096	46,096	46,096	30,933	48,755	50,364	51,976
Service charges	4,197	4,379	4,528	4,861	5,422	5,422	3,282	6,160	6,314	6,472
Investment revenue	14,179	15,970	13,672	16,732	13,732	13,732	7,146	14,424	14,914	15,154
Transfer and subsidies - Operational	161,784	177,143	179,345	179,187	179,712	179,712	177,566	178,100	178,354	190,709
Other own revenue	54,139	24,527	21,558	15,641	17,097	17,097	9,607	19,624	20,263	20,870
Total Revenue (excluding capital transfers and	234,299	264,411	263,417	262,517	262,058	262,058	228,534	267,063	270,210	285,181
Employee costs	74,572	83,903	87,335	103,388	102,692	102,692	72,915	107,335	110,018	112,769
Remuneration of councillors	11,578	12,498	12,750	14,499	14,499	14,499	10,355	14,339	14,697	15,065
Depreciation and amortisation	45,220	48,555	52,810	54,038	55,038	55,038	35,924	55,038	56,414	57,824
Interest	2,280	2,412	2,799	1,240	486	486	1,876	101	103	106
Inventory consumed and bulk purchases	3,697	4,475	4,838	6,627	6,738	6,738	2,403	8,119	8,387	8,665
Transfers and subsidies	499	1,851	2,357	2,075	2,075	2,075	1,675	3,987	4,115	4,248
Other expenditure	90,161	97,678	103,089	114,818	115,299	115,299	70,483	110,442	112,962	116,675
Total Expenditure	228,008	251,372	265,979	296,684	296,826	296,826	195,633	299,360	306,697	315,351
Surplus/(Deficit)	6,291	13,039	(2,562)	(34,168)	(34,768)	(34,768)	32,901	(32,297)	(36,488)	(30,170)
Transfers and subsidies - capital (monetary allocations)	43,108	32,385	32,185	38,868	39,401	39,401	19,977	33,242	36,587	37,650
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers &	49,399	45,424	29,623	4,700	4,633	4,633	52,878	945	99	7,480
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	49,399	45,424	29,623	4,700	4,633	4,633	52,878	945	99	7,480
Capital expenditure & funds sources										
Capital expenditure	81,887	73,786	74,096	62,833	64,592	64,592	31,089	56,786	59,080	60,814
Transfers recognised - capital	–	736	54	33,798	33,931	33,931	19,263	28,906	31,815	32,739
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	17,981	14,522	18,635	29,034	30,261	30,261	11,825	27,880	27,265	28,075
Total sources of capital funds	17,981	15,257	18,689	62,833	64,192	64,192	31,089	56,786	59,080	60,814
Financial position										
Total current assets	174,177	189,278	199,228	160,934	199,692	199,692	268,425	204,657	202,198	209,438
Total non current assets	496,656	513,180	536,560	615,740	600,985	600,985	586,596	602,734	603,652	603,976
Total current liabilities	53,488	40,730	45,070	50,619	47,511	47,511	60,156	52,244	51,548	51,731
Total non current liabilities	10,349	13,101	14,426	23,347	26,285	26,285	12,915	27,320	27,320	27,320
Community wealth/Equity	677,313	697,197	723,249	702,708	726,882	726,882	761,147	727,827	726,343	733,937
Cash flows										
Net cash from (used) operating	110,393	105,833	533,802	56,420	56,655	56,655	(467,543)	58,007	57,777	66,616
Net cash from (used) investing	(12,527)	7,210	11,537	–	(73,145)	(73,145)	(226)	(63,804)	(66,392)	(68,337)
Net cash from (used) financing	(183)	(302)	(303)	–	–	–	(229)	–	–	–
Cash/cash equivalents at the year end	277,918	271,997	684,476	142,297	116,839	116,839	(334,669)	111,041	102,426	100,704
Cash backing/surplus reconciliation										
Cash and investments available	277,918	271,997	684,476	142,297	116,839	116,839	(334,669)	111,041	102,426	100,704
Application of cash and investments	6,355	(0)	533	–	(0)	(0)	20,999	10	(347)	(347)
Balance - surplus (shortfall)	271,563	271,997	683,943	142,297	116,839	116,839	(355,668)	111,031	102,774	101,052
Asset management										
Asset register summary (WDV)	496,656	513,180	536,560	615,740	600,985	600,985		602,734	603,652	603,976
Depreciation	45,220	48,555	52,810	54,038	55,038	55,038		55,038	56,414	57,824
Renewal and Upgrading of Existing Assets	63,906	58,528	55,513	19,162	18,498	18,498		14,722	26,546	20,977
Repairs and Maintenance	16,355	17,808	13,380	16,185	17,038	17,038		17,227	17,445	17,896
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–		–	–	–
Revenue cost of free services provided	(833)	(18,688)	(19,735)	(24,882)	(24,882)	(24,882)		(12,906)	(24,882)	(25,703)
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

KZN436 Dr Nkosazana Dlamini Zuma - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26			2026/27 Medium Term Revenue & Expenditure Framework		
R thousand	1	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
Revenue - Functional										
Governance and administration		**220,966**	**252,089**	**245,418**	**248,445**	**246,671**	**246,671**	**250,728**	**255,494**	**270,261**
Executive and council		–	–	–	–	–	–	–	–	–
Finance and administration		220,966	252,089	245,418	248,445	246,671	246,671	250,728	255,494	270,261
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**13,216**	**7,001**	**6,512**	**6,753**	**7,378**	**7,378**	**7,891**	**7,912**	**7,951**
Community and social services		4,423	4,169	4,868	4,942	5,467	5,467	5,732	5,682	5,682
Sport and recreation		–	–	–	–	–	–	–	–	–
Public safety		8,793	2,832	1,644	1,811	1,911	1,911	2,159	2,230	2,269
Housing		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**39,028**	**32,127**	**33,491**	**41,325**	**41,455**	**41,455**	**35,526**	**37,076**	**38,147**
Planning and development		637	225	307	322	452	452	473	489	497
Road transport		38,391	31,901	33,184	41,003	41,003	41,003	35,053	36,587	37,650
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**4,197**	**5,579**	**10,181**	**4,861**	**5,955**	**5,955**	**6,160**	**6,314**	**6,472**
Energy sources		–	1,200	4,786	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		4,197	4,379	5,395	4,861	5,955	5,955	6,160	6,314	6,472
Other	4	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Revenue - Functional	2	**277,407**	**296,796**	**295,602**	**301,385**	**301,459**	**301,459**	**300,305**	**306,797**	**322,831**
Expenditure - Functional										
Governance and administration		**128,415**	**166,613**	**160,102**	**180,396**	**178,084**	**178,084**	**173,904**	**178,167**	**183,438**
Executive and council		24,179	27,798	28,962	31,746	31,955	31,955	31,386	32,190	33,014
Finance and administration		102,278	136,059	128,413	144,732	142,614	142,614	139,074	142,447	146,804
Internal audit		1,959	2,756	2,727	3,919	3,515	3,515	3,445	3,531	3,619
Community and public safety		**29,704**	**32,083**	**38,498**	**43,298**	**45,152**	**45,152**	**50,654**	**51,711**	**53,022**
Community and social services		15,905	17,415	19,959	22,053	22,976	22,976	24,843	25,256	25,907
Sport and recreation		157	153	173	–	–	–	–	–	–
Public safety		13,217	14,057	15,578	20,237	19,799	19,799	22,198	22,752	23,320
Housing		425	458	2,788	1,009	2,377	2,377	3,613	3,703	3,795
Health		–	–	–	–	–	–	–	–	–
Economic and environmental services		**49,957**	**54,955**	**51,040**	**57,993**	**59,245**	**59,245**	**56,577**	**58,113**	**59,692**
Planning and development		13,640	12,331	10,156	24,432	23,805	23,805	24,344	25,049	25,777
Road transport		36,318	42,624	40,884	33,560	35,440	35,440	32,233	33,064	33,915
Environmental protection		–	–	–	–	–	–	–	–	–
Trading services		**20,085**	**21,408**	**18,414**	**10,902**	**10,819**	**10,819**	**12,819**	**13,139**	**13,467**
Energy sources		9,839	11,386	8,334	–	–	–	1,635	1,676	1,718
Water management		–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–
Waste management		10,246	10,022	10,079	10,902	10,819	10,819	11,184	11,463	11,750
Other	4	**1,958**	**1,844**	**1,777**	**5,095**	**4,526**	**4,526**	**5,407**	**5,567**	**5,731**
Total Expenditure - Functional	3	**230,119**	**276,902**	**269,831**	**297,684**	**297,826**	**297,826**	**299,360**	**306,697**	**315,351**
Surplus/(Deficit) for the year		**47,287**	**19,893**	**25,771**	**3,700**	**3,633**	**3,633**	**945**	**99**	**7,480**

Three Year Capital Plan

The municipality has drafted a three-year capital plan, which specifies the capital projects to be undertaken by the local municipality over a three-year period.

Completed Electrification Projects

2023/24 financial year projects			
Project Name	Ward	Connections	DMRE Approved Budget
Greater Amakhuze/Cabazi PH 6	4	40	R 571 428,57
Greater Khukhulela/Nomagaga PH 6	5	40	R 571 428,57
Greater Centocow/Hlabeni PH 6	6	30	R 428 571,43
Greater Gqumeni/Mqundekweni PH 6	7	30	R 428 571,43
Greater Ngwagwane PH 6	8	55	R 785 714,29
Greater Nkwezela PH 6	9	40	R 474 800,00
Greater Bulwer PH 6	10	55	R 652 850,00
Greater Nkumba/Mangwaneni PH 6	11	30	R 356 100,00
Greater Donnybrook PH 6	13	55	R 652 850,00
Greater Mjila/Creighton PH 6	14	40	R 474 800,00
Greater Sandanezwe/Masamini PH 6	15	40	R 474 800,00

PROPOSED PROJECT PRIORITY LIST FROM 2022/23 TO 2027/28 FINANCIAL YEAR.

2022/23 FINANCIAL YEAR MIG PROJECTS			
Project Name	Location	Ward	Budget
Himeville business hives	Himeville	2	4 000 000
Sdangeni bridge	Sdangeni	4	1 700 000
Langelihle Creche	Bethlehem	12	3 300 000
Creighton Sport Center	Creighton	14	8 000 000
Mafohla Community Hall	Mafohla	11	3 500 000
Bulwer Asphalt Road Phase 8	Bulwer	10	2 058 000
Underberg Asphalt Road Phase 4	Underberg	3	4 000 000
Himeville Asphalts Phase 3	Himeville	2	4 000 000
			30 558 000

Renewal of Gravel Access Roads 2022/23 min 1km		
Ward	Project Name	Budget
1	KwaMvimbela Access Road	R450 000,00

2	Mahwaqa Access Road	R450 000,00
3	Hazyview Cresent Access Road	R450 000,00
4	Manqoba Access Road	R450 000,00
5	Leki Access Road	R450 000,00
6	Sibomvini to Konki Access road	R450 000,00
7	Mnqundekweni Access Road	R450 000,00
8	Manxiweni Access Road	R450 000,00
9	eMatendeni to eNgudwini Primary Access Road	R450 000,00
10	Zakhisweni Access Roads	R450 000,00
11	Bhidla Access Road	R450 000,00
12	Didibhuku Road (Eqwelwni)	R450 000,00
13	Sokhela Access Road (Creche)	R450 000,00
14	Junction Access Road	R450 000,00
15	Nombulula Access Roads	R450 000,00

Internal Capital Projects 2022/23		
Ward	Project Name	Budget
3	Underberg Town Upgrade	R 2 500 000.00
10	Bulwer Town Upgrade	R 5 200 000.00
14	Creighton Town Upgrade	R 1 300 000.00
all	Concrete Steep Hills - Target: 5 wards per FY	R 3 000 000.00
All	Construction of Storm water	R 500 000.00

2023/24 Financial Year MIG Project			
Project Name	Location	Ward	Budget
Maguzwana Sports Field	Mqatsheni	1	R4 000 000,00
Gala Crèche	Gala	7	R2 600 000,00
Lwazi Crèche	Mkhazeni	8	R2 600 000,00
Compactor Truck	All	all	R5 283 000,00
Landfill site	Bulwer	10	R3 000 000,00
(Sizamokuhle) - Njobokazi Crèche	Ngonyama	10	R2 600 000,00

Donnybrook Community Hall (Town Hall)	Donnybrook	13	R6 000 000,00
Creighton Sports Centre	Creighton	14	R4 000 000,00
Mnywaneni Community Hall	Mnywaneni	15	R3 500 000,00
			R31 783 000,00

Renewal of Gravel Access Roads 2023/24		
Ward	Project Name	Budget
1	Stage 5 Access Road	R500 000,00
2	Drakensberg Access Road	R500 000,00
3	Coachmans Close- Pin Oak	R500 000,00
4	Zidweni Access Road	R500 000,00
5	Makubheka Access Road	R500 000,00
6	KwaMfundisi Access Road (Qulashe)	R500 000,00
7	Magoso Access Road	R500 000,00
8	Kolubovu Access Road	R500 000,00
9	Duma Access Road	R500 000,00
10	Mbelu Access Road	R500 000,00
11	Dlamini Access Road	R500 000,00
12	Maphanga Access Road	R500 000,00
13	Albertina Access Road	R500 000,00
14	Jama Access Road	R500 000,00
15	Emgxobeni Access Road	R500 000,00

Internal Capital Projects 2023/24		
Ward	Project Name	Budget
3	Underberg Town Upgrade	R 900 000.00
10	Bulwer Town Upgrade	R 2 800 000.00
14	Creighton Town Upgrade	R 15 000.00
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	R 800 000.00

2024/25 Financial Year MIG Projects			
Project Name	Location	Ward	Budget
Drakensberg Crèche	Drakensberg	2	R2 700 000,00

Khubeni Crèche	Khubeni	3	R2 700 000,00
Thonsini Community Hall & crèche	Thonsini	4	R5 500 000,00
Siyathuthuka Crèche	Skofill	5	R2 700 000,00
Hlane Crèche	Hlane	6	R2 700 000,00
Bazini Sports Field	Bazini	8	R4 500 000,00
Ekupholeni Crèche	Nkelabantwana	11	R2 700 000,00
Phosane Hall	Phosane	12	R3 000 000,00
Glainmaize Community Hall	GlaniMaize	14	R2 586 000,00
Landfill site	Bulwer	10	R4 000 000,00
			R33 086 000,00

Renewal of Gravel Access Roads 2024/25		
Ward	Project Name	Budget
1	Ngqiya Access Road	R550 000,00
2	KwaPitela Access Road ph2	R550 000,00
3	Ekhubeni Access Road	R550 000,00
4	Fudu Zondi Access Road	R550 000,00
5	Khukhulela Access Road	R550 000,00
6	Sibaya Access Road	R550 000,00
7	Mcondo Access Road	R550 000,00
8	Manxiweni Access Road	R550 000,00
9	eJozi Access Road	R550 000,00
10	Kenana Access Road	R550 000,00
11	Siyothula Access Road	R550 000,00
12	Siba Access Road	R550 000,00
13	Madlala Access Road	R550 000,00
14	Mashintshi Road	R550 000,00
15	KwaSawoti Access Road	R550 000,00

Internal Capital Projects 2024/25		
Ward	Project Name	Budget
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	

14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2025/26 Financial Year MIG Projects			
Project Name	Location	Ward	Budget
Mphelandaba Sports field		1	R5 000 000,00
Mahwaqa Community Hall	Mahwaqa	2	R5 000 000,00
Gqumeni Library	Gqumeni	7	R3 500 000,00
Siyazama Community Hall	Kumkani	8	R3 500 000,00
Qalabusha Creche	Ngudwini	9	R3 000 000,00
Nomgidi Hall and Creche	Nomgidi	14	R5 500 000,00
Masameni Community Hall	Masameni	15	R3 500 000,00
Landfill site	Bulwer	10	R5 000 000,00
			R34 000 000,00

Renewal of Gravel Access Roads 2025/26		
Ward	Project Name	Budget
1	Meyiwa Access Road	R550 000,00
2	Nhlanhleni Access Road	R550 000,00
3	Manse Road	R550 000,00
4	Skhulu Makayinti Road	R550 000,00
5	Siwela Access Road	R550 000,00
6	Mbundwini Access Road (Hlabeni)	R550 000,00
7	Esidakeni Access Road	R550 000,00
8	MaSosibo Access Road	R550 000,00
9	Noqotho Access Road (Nkwezela VD)	R550 000,00
10	Egcazini Access Road	R550 000,00
11	Mazizi Access Road	R550 000,00
12	Masoka Access Road	R550 000,00
13	Mzayiwa Access Road	R550 000,00
14	Khwela Road	R550 000,00
15	Masameni Access Road	R550 000,00

Internal Capital Projects 2025/26		
Ward	Project Name	Budget
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	
14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2026/27 Financial Year MIG Projects			
Project Name	Location	Ward	Budget
Underberg Sports Center	underberg	3	R5 500 000,00
Kilmon Library	Madwaleni	4	R3 600 000,00
Khethokuhle Creche	Khukhulela	5	R3 200 000,00
Sibizane Sports Field	Sonyongwane	8	R5 500 000,00
Kwahlafuna Creche		10	R3 200 000,00
Mkhohlwa Creche	Nkumba	11	R3 200 000,00
Siyakhula Creche	Sindawonye	12	R3 200 000,00
Mjila Sports Field	Mjila	14	R5 000 000,00
Landfill Site	Bulwer	10	R5 000 000,00
			R37 400 000,00

Renewal of Gravel Access Roads 2026/27		
Ward	Project Name	Budget
1	Ntwasahlobo Access Road	R550 000,00
2	Folweni Access Road	R550 000,00
3	Reservour Cresent Road	R550 000,00

4	Bhanini Access Road	R550 000,00
5	Ngonini Access Roads	R550 000,00
6	Nzeghe Access Road	R550 000,00
7	Diphini Access Road	R550 000,00
8	Cedagha Access Road	R550 000,00
9	Nhlangulela to Duma Access Road	R550 000,00
10	Magananda Access road	R550 000,00
11	Bhidla Access Road	R550 000,00
12	Mgababa Access Road	R550 000,00
13	Mthembu Access Road	R550 000,00
14	Ndebeni Road	R550 000,00
15	Sandanezwe Access Road	R550 000,00

Internal Capital Projects 2026/27		
Ward	Project Name	Budget
3	Underberg Town Upgrade	
10	Bulwer Town Upgrade	
14	Creighton Town Upgrade	
all	Concrete Steep Hills - Target: 5 wards per FY	R3M
All	Construction of Storm water	

2027/28 Financial Year MIG Projects			
Project Name	Location	Ward	Budget
Ntwasahlobo Sports Field	Ntwasahlobo	1	R5 200 000,00
Nhlanhleni Sports Field Upgrade	Nhlanhleni	2	R3 500 000,00
Ngcesheni Community Hall	Ngcesheni	6	R3 600 000,00
Mnambithi Bridge	Mkhazeni	8	R3 500 000,00
Siyathuthuka Creche	Ngudwini	9	R3 300 000,00

Xosheyakhe Sports Field	Xosheyakhe	10	R5 200 000,00
Izikhali Creche	Mangwaneni	11	R3 300 000,00
Magwababeni Sports Field		12	R5 200 000,00
Nomandlovu Sports field phase 2	Nomandlovu	14	R3 500 000,00
Landfill site	Bulwer	10	R4 000 000,00
			R40 300 000,00

Electrification Projects under Construction

2024/25 financial year projects			
Project Name	Ward	Connections	Budget
Greater Stepmore/Ridge PH 6	1	55	R 785 714,28
Greater Amakhuze/Cabazi PH 7	4	18	R 360 000,00
Greater Khukhulela/Nomagaga PH 7	5	18	R 360 000,00
Greater Ngwagwane PH 7	8	23	R 424 000,00
Greater Nkwezela PH 7	9	18	R 360 000,00
Greater Nkumba/Mangwaneni PH 7	11	15	R 300 000,00
Greater Bhidla/Sizanenjane PH 6	12	30	R 474 800,00
Lamington to Greater Stepmore/Ridge 5.3 km mv line	1		

Planned Electrification Projects

2025/26 Financial year Application			
Project Name	Ward	Connections	Budget Applied for
Greater Stepmore/Ridge PH 7	1	55	R 1 100 000.00
Greater Nhlanhleni/KwaPitela PH 7	2	30	R 600 000.00
Greater Underberg PH 5	3	40	R 800 000.00
Greater Amakhuze/Cabazi PH 8	4	40	R 800 000.00
Greater Khukhulela/Nomagaga PH 8	5	40	R 800 000.00
Greater Centocow/Hlabeni PH 7	6	30	R 600 000.00
Greater Gqumeni/Mqundekweni PH 7	7	30	R 600 000.00
Greater Ngwagwane PH 8	8	55	R 1 100 000.00
Greater Nkwezela PH 8	9	30	R 600 000.00
Greater Bulwer PH 7	10	60	R 1 800 000.00
Greater Nkumba/Mangwaneni PH 8	11	40	R 800 000.00
Greater Bhidla/Sizanenjana PH 7	12	30	R 600 000.00
Greater Donnybrook PH 7	13	40	R 800 000.00
Greater Mjila/Creighton PH 7	14	40	R 800 000.00
Greater Sandanezwe/Masamini PH 7	15	40	R 800 000.00
Juliyani Farm	15	65	R 600 000.00

BELOW ARE PROJECTS FROM SECTOR DEPARTMENTSAND HARRY GWALA DSITRICT MUNICIPALITY

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity The Upgrade Of Main Road 419 (km 0.00 - km 24.10) Coordinates - Start:Lat: 29.75532° S Lon: 29.86611° E- End:Lat: 29.87503° S Lon: 29.79107° E	**Background:** The project entails upgrading 24.1 kilometer of gravel road to blacktop standard and construction of Luhane Bridge.
Estimated Cost for the project R520.50 million **Expenditure to Date** R 43.00 million **Variation Orders (if applicable)**	**Project status:** **Phase 1 from km 0.00 to km 3.00** **Phase 1 from km 0.00 to km 4.15 and km 24.10 to km 22.10 is at Stage 7: Close-out Report (contract has been completed).** **Phase 2 from km 4.15 to km 9.50 and km 22.10 to km 16.9 is at Stage 5 Contract Administration and Inspection.** The Contractor is currently at 51 to 75% Completion, Contract was awarded to KPMM Construction, and the Contractor is on site progressing but slightly behind programme. The Contractor has faced social issues, unexpected hard material and graves which the Engineer is currently finalising realignment of the road and variation order for change in quantities. **Phase 3 Construction of P419 Luhane River Bridge - Stage 4: Design Documentation Report – Draft Preparation Bridge construction.** The Department is finalizing Draft to appoint Consultant to render Professional services in the contract and the commencement is anticipated in the 2026/27 FY. **Phase 4: from km 9.5 to km 16.9, Contract is at Stage 1 Project Initiation/ Prefeasibility Report** This phase will be implemented upon completion of phase 3 due to budget constrains.
Outputs. 24.10 km 3 Bridges	
Ward No 9, 10, 11 and 12	
Traditional Councils & Amakhosi Bhidla,Macala gwala and zashukeTraditional Council	**Work Opportunities:** Planned: 371 Actual: 78

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity Umzimkhulu River Bridge- Centocow Coordinates - Start:Lat: 29.93680° S Lon: 29.70861° E	**Background:** The project entails the Construction of Centocow bridge and road upgrades on local road L3366 .The bridge deck will be a four span 60m long simply supported precast reinforced concrete beam and slab bridge and the proposed link road L3366 crosses Centocow River bridge which then leads to Road P429 through the Mpumulwane community to connect with R617 via Shayilanga. The site of the road crossing is characterized by fairly steep ground on the North bank which dictates an access road with fairly steep gradients and low design speed.
Estimated Cost for the project R 123.659 million **Expenditure to Date** R 22.86 million **Variation Orders (if applicable)**	**Project status:** The Contract was awarded to Zingezethu Trading, Commencement date was 06 May 2025 and anticipated completion date is 05 November 2027 contractor is currently between 0 to 25% , The challenges encountered slow progress from the contractor and delay in payments.
Outputs. 1 Bridge	
Ward No 7	**Work Opportunities:** Planned: 52 Actual: 12
Traditional Councils & Amakhosi amakhuze Traditional Council	

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity The Upgrade Of Main Road P123 (km 0.00 - km 7.172) Coordinates - Start:Lat: 29.87531° S Lon: 29.77306° E - End Lat: 29.86484° S Lon: 29.73023° E	**Background:** The project entails upgrading of 7.17 gravel rad from gravel to blacktop standard. The Department will be implementing this Contract using EPC approach.
Estimated Cost for the project R 176.50 million **Expenditure to Date** R 67.00 million **Variation Orde`rs (if applicable)**	**Project status:** **Phase 1 from km 0.00 to km 7.172 -** Stage 5: Contract Administration and Inspection. The contract was awarded to Aqua Transport, Contract commenced 21 June 2023 and the planned completion date is 20 January 2027. The current progress is between 26 to 50% completion;. The Contractor is progressing well, however is experiencing challenges on delayed in payment and contractor has issued a notice to suspend works and challenges related to social issues relating for targeted enterprises. We are having monthly PLC to resolve on social issues.
Outputs. 7.172	**Work Opportunities:** Planned: 98 Actual: 39
Ward No 7 and 10	
Traditional Councils & Amakhosi AmakhuzeTraditional Council	

Transport Gateway to Africa and the World 12

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity The rehabilitation Of Main Road P7/3 (KM 0.000-KM 26.000) Coordinates - Start:Lat: 29.73521° S Lon: 29.95898° E - End Lat: 29.79767° S Lon: 29.76898° E	**Background:** The rehabilitation Of Main Road P7/3 (KM 0.000-KM 26.000), the scope of the project includes the following: - Reconstruction of pavement layers. - Asphalt patching. - Construction of Asphalt overlay. - Road marking
Estimated Cost for the project R 282 million **Expenditure to Date** R 178 million **Variation Orde`rs (if applicable)**	**Project status:** **Phase 1 from km 0.00 to km 26.00 -** Stage 5: Contract Administration and Inspection. The contract was awarded to Rods Construction, Contract commenced 26 March 2024 and the planned completion date is 30 April 2026. The current progress is between 50 to 75% completion;. The Contractor is progressing well, however the progress stalled on site during the Oct-Dec 2025 period due to Contractor's cashflow challenges. The Contractor has registered 3 EOT claims to date.
Outputs. 26.00 km	**Work Opportunities:** Planned: 95 Actual: 93
Ward No 10 and 11	
Traditional Councils & Amakhosi BhidlaTraditional Council	

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transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity The Upgrade of Local Road L1633 (km 0.00 - km 3.20) Coordinates - Start:Lat: 29.75398° S Lon: 29.86219° E- End Lat: 29.74318° S Lon: 29.86233° E	**Background:** The Project entails upgrading of 3.2 - kilometer gravel road to surfacing standard. Project will be implemented using LIC methods. L1633 is located in the community of Nkumba, which falls under the Dr. Nkosazana Dlamini Zuma local municipality(NDZ) in the Harry Gwala District Municipality. The road creates a loop through the community and connects with P7-3. The road provides access to Enkumba School
Estimated Cost for the project R 61.30 million **Expenditure to Date** R 0.00 million **Variation Orders (if applicable)**	**Project status:** **Phase 1 from km 0.00 to km 3.20 -** Stage 4 Design Documentation Report- Draft Preparation stage, The Department is finalizing Draft Document to appoint Contractor to construct the road, we anticipate to advertise the Contract in 2029/30 FY due to budget constrains.
Outputs. 3.2 km	**Work Opportunities:** Planned: 69 Actual: 0
Ward No 11	
Traditional Councils & Amakhosi Bhidla Traditional Council	

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity: The reseal of Main Road P422 (km 4.000-km 14.000) Coordinates - Start:Lat: 29.90001° S Lon: 29.70649° E - End Lat: 29.97788° S Lon: 29.71457° E	**Background:** The reseal of Main Road P422 (km 4.000-km 14.000), the scope of the project includes the following: - Reconstruction of structural pavement defects - Reparation of pavement surface defects - Construction of Double seal over rectified pavement. - Reconstruction of dilapidated drainage infrastructure - Construction of new drainage infrastructure
Estimated Cost for the project R 76.4 million **Expenditure to Date** R 59.5 million **Variation Orde`rs (if applicable)**	**Project status:** **Phase 1 from km 4.00 to km 14.00 -** Stage 5: Contract Administration and Inspection. The contract was awarded to BEST THOUGHTS TRADING 357 cc, Contract commenced on 25 April 2024 and the planned completion date is30 April 2026. The current progress is between 50 to 75% completion;. The Contractor's progress has stalled on site during the due to Contractor's cashflow challenges. The Contractor has registered 5 EOT claims to date and is on penalties.
Outputs. 10.00 km	
Ward No 06 and 07	**Work Opportunities:** Planned: 56 Actual: 59
Traditional Councils & Amakhosi AmakhuzeTraditional Council	

transport
Department:
Transport
PROVINCE OF KWAZULU-NATAL

Dr NDZ Local Municipality (KZ 436)

Project	Status
Activity The Upgrade of Main Road P427 (km 0.00 to km 1.00) and P429 (km 28.00 - km 46.00) Coordinates - Start:Lat: 30.02051° S Lon: 29.79430° E - End:Lat: 29.93306° S Lon: 29.56051° E **Estimated Cost for the project** R325.10 million **Expenditure to Date** R 0.00 million **Variation Orde`rs (if applicable)** **Outputs.** 19 km **Ward No** 5, 6 and 7 **Traditional Councils & Amakhosi** Amakhuze and Madzikane Traditional Council	**Background:** The project entails upgrading 18 kilometer of gravel road to blacktop standard, plus 1 kilometer of gravel road from P427. **Project status:** **Phase 1 from km 36.00 to km 28.00 of P429 and from km 0.00 to km 1.00 of P427 - Stage 3 Design Development Report.** The Department is finalizing a detailed design for this section and will be advertised to procure the Contractor in the 2028/29 FY due to budget Constrains. **Phase 2: from km 36.00 to km 46.00 is at Stage 2 Concept/ Feasibility Report** This phase will commence upon completion of phase 1. **Work Opportunities:** Planned: 116 Actual: 0

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transport
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Transport
PROVINCE OF KWAZULU-NATAL

LIST OF DEFERRED PROJECTS

PROJECT NAME	PROJECT STATUS
1. Provision of Routine and Safety Maintenance on Various Roads within Bulwer Zone in Hlanganani Area	Stage 4: Design Documentation at Adjudication, awaiting award.
2. Provision of Routine and Safety Maintenance on Various Roads within Creighton Zone in Hlanganani Area	Stage 4: Design Documentation at Adjudication, awaiting award.
3. Provision of Routine and Safety Maintenance on Various Roads within Stoffelton Zone in Hlanganani Area	Stage 4: Design Documentation at Adjudication, awaiting award.
4. Provision of Routine and Safety Maintenance on Various Roads within Underberg Zone in Hlanganani Area	Stage 4: Design Documentation at Adjudication, awaiting award.
5. Provision of Routine and Safety Maintenance on Various Roads within Sani Pass Road in Hlanganani Area	Stage 4: Design Documentation at Adjudication, awaiting award.
6. The Construction of 3-cell 2,4 m x 2,4 m Box Culvert on District road 295 at km 1,090 in the Hlanganani Area	Stage 4: Design Documentation at Advert.
7. The Upgrading of Local Road L3331 From km 0.00 to km 2.346	Stage 1: Initiation Report
8. The Upgrading of Local Road L3331 From km 0.00 to km 1.037	Stage 1: Initiation Report
9. Mpumlwane River Bridge	Stage 1: Initiation Report
10. Mpumlwane Pedestrian Bridge	Stage 1: Initiation Report

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human settlements
Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA

THE HARRY GWALA BUDGET FOR NEXT FINANCIAL YEAR COMMENCING APRIL 2026	
In Harry Gwala District for next financial year we have a budget of R175 921 622,00 which is more by R1 388 278,40 compared to last year. The current financial constraints dictate the drastic reduction of annual targets meaning that a project of 300 units will take up to 12,5 years to complete. This budget must still be shared by four municipalities as tabulated below.	
MUNICIPALITY	**NO OF PROJECTS**
uMzimkhulu	10
Greater Kokstad	04
Dr NDZ	15
JPP	13
TOTAL	42

HARRY GWALA 2026/2027 FY	
MUNICIPALITY	**2026/2027 FY ANNUAL BUDGET**
DR NDZ	R61 710 000,00
JPP	R46 422 683,00
MZIMKHULU	R45 075 535,00
GREATER KOKSTAD	R22 713 404,00
TOTAL	R175 921 622,00

PROJECT IN PLANNING 2026/2027 FY		
MUNICIPALITY	**2026/2027 FY ANNUAL BUDGET**	**2026/2027 FY NO. OF PROJECTS**
Dr NDZ	R3 000 000,00	18
JPP	R1 000 000,00	7
Umzimkhulu	MHOA FUNDED	2
Greater Kokstad	R350 000,00	4
Total	R4 350 000,00	

NEW IN PLANNING PHASE				
PROJECT NAME	**YIELD**	**TRIBAL AUTHORITY**	**MUNICIPALITY/WARD NO.**	**BUDGET**
Ntekaneni Housing project	500	Inkosi Memela	Dr NDZ-Ward 13	Stage 1 activities are currently underway. Pfukani Kusile is the implementing agent appointed by HDA
Mpumlwane/Khukhulela Housing project	500	Inkosi Dlamini (Amakhuze)	Dr NDZ-Ward 5	Stage 1 activities are currently underway. Pfukani Kusile is the implementing agent appointed by HDA
Gala housing project	500	Inkosi Dlamini (Amakhuze)	Dr NDZ-Ward 7	Stage 1 activities are currently underway. Pfukani Kusile is the implementing agent appointed by HDA

Sizanenjane housing project	500	Inkosi Memela	Dr NDZ- Ward 12	Stage 1 activities are currently underway. Pfukani Kusile is the implementing agent appointed by HDA
Kilmon housing project	500	Inkosi Dlamini (Amakhuze)	Dr NDZ- Ward 4	Stage 1 activities are currently underway. Nkanivo is the implementing agent appointed by HDA

PROJECT NAME	YIELD	TRIBAL AUTHORITY	MUCIPALITY/ WARD NO.	BUDGET
Nkwezela/ Dumabezwe Housing Project	2000	Inkosi uMacala Gwala and Inkosi uMemela	(Dr NDZ -ward 09 &12)	Stage 1 activities are currently underway. Nkanivo is the implementing agent appointed by HDA.
Zashuke Housing Project	1600	Inkosi uNgubane	(Dr NDZ -ward 12)	Stage 1 activities are currently underway. Nkanivo is the implementing agent appointed by HDA.
Qulashe Housing Project	700	Inkosi uDlamini (Amakhuze)	(DR. NDZ - ward 06)	Stage 1 activities are currently underway. Nkanivo is the implementing agent appointed by HDA.
Nomandlovu Housing Project	1000	Inkosi uMemela	(DR. NDZ - ward 14)	Stage 1 activities are currently underway. Pfukani Kusile is the implementing agent appointed by HDA.

DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

DR NDZ MEI – Benefits & Impact

MEI Beneficiary Description	Number
Number of MEI enterprises supported	42
Number of MEI enterprises supported in township and rural areas(Materials/Equipment Handed Over)	35
Number of enterprises supported in the informal economy	35
Number of service providers / contractors supported during the procurement of MEI goods & services	14
Number of employment opportunities supported	93
Number of women supported	52
Number of youth supported	27
Number person living with disabilities supported	0
Number of people trained	7

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

1. OVERVIEW OF THE SERVICE OFFICE

GEOGRAPHICAL LOCATION	POPULATION SIZE	NUMBER OF WARDS
➢ Hlanganani Service office is located at Bulwer Community Service Center Administrative Area in ward 10 under Dr Nkosazana Dlamini Zuma Local Municipal in Harry Gwala District Municipality ➢ There are 3 villages, Bulwer ,Creighton and Donnybrook each with Police stations . ➢ The office is located at Bulwer Village .	➢ The Population size is 128 565 as per census 2011. ➢ Number of households is 29 926.	➢ The office is servicing 10 wards from ward 6 to 15. (Ward 1 to 5 is serviced by Underberg Service Office.)

GROWING KWAZULU NATAL TOGETHER 3

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

2. KEY DELIVERABLES

TRANSFER PAYMENT

❑ **The Local Municipality has a total of 20 funded Non Profit Organisation (NPOs) as per 2025/2026 Master list:**

- 8 Service Centres
- 3 Protective Workshop
- 5 Home Community based Centres (HCBC)
- 2 Shelter for Gender base Violence (GBV) victims .
- 1 Youth Development Project
- 1 Women empowerment Project
- 1 Pevensey

❑ **Submission of Claims:**

❑ **Service Level Agreements**

- Service Level Agreement are valid till 31 March 2027

GROWING KWAZULU NATAL TOGETHER 4

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

2. KEY DELIVERABLES

TRANSFER PAYMENT

PROGRAMME -Social Welfare Services	Budget	Name of the NPO	Ward	Budget	Funded Services
Services to Older persons consists funded 8 service Centers	R334 000.00				
		• Masibambisane Service Centre	13	R26 000.00	Community based care and support services.
		• Siyasukuma Service Centre	14	R45 000.00	Community based care and support services.
		• Vukuzithathe Community Health	1	R56 000.00	Community based care and support services.
		• Sizabadala Senior citizen club	2	R 75 000.00	Community based care and support services.
				R27	Community based care and support services

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

2. KEY DELIVERABLES

TRANSFER PAYMENT PROGRAMME 2

PROGRAMME -Social Welfare Services	Total Budget	Name of NPO	Ward	Budget per NPO	Funded Services
Services to Persons With Disability	R3 247 000.00				
		Slindokuhle Disability Project	13	R117 000.00	Protective workshops are providing community-based services to persons above 18yrs-59yrs. Provision of socio-economic interventions.
		Disability special Oganisation	15	R155 00.00	Protective workshops are providing community-based services to persons above 18yrs-59yrs. Provision of socio-economic interventions.
		Pevensey Place Disability Home	2	R2 827 000.00	Residential Facilities for persons with disability
		Sibanisolwazi Protective workshop	1	R148 000.00	Protective workshops are providing community-based services to persons above 18yrs-59yrs. Provision of socio-economic interventions.

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

2. KEY DELIVERABLES

TRANSFER PAYMENT PROGRAMME 4

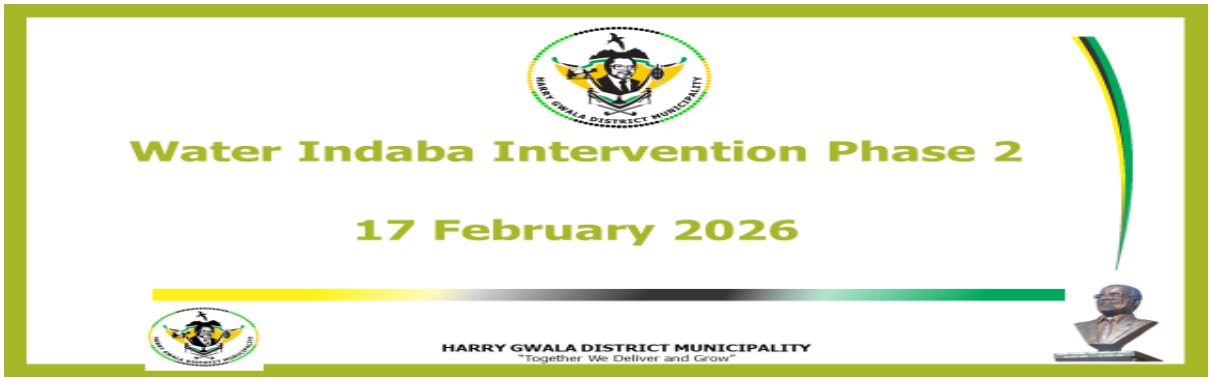
PROGRAMME -Social Welfare Services	Budget	Name of the NPO	Ward	Budget	Funded Services
VICTIM EMPOWERMENT	R942 171.00				
		Creighton Sunflower Life-Health	14	R820 400.00	Provision of accommodation to victims of violence.
		Vukuzithatha white Door	1	R121 771.00	Provision of accommodation to victims of violence.

KWAZULU-NATAL PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

2. KEY DELIVERABLES

TRANSFER PAYMENT PROGRAMME 5

PROGRAMME -Social Welfare Services	Budget	Name of the NPO	Ward	Funded Services	
YOUTH DEVELOPMENT	R1 107 000.00	Fanelesibonge	2	Skills Development programmes Mobilization and awareness programmes and Youth Camps	
WOMEN DEVELOPMENT	R250 000.00	Thamela Womens club.	7	Socio economic empowerment Women empowerment programmes	



2. Water Indaba Phase 1 Borehole Projects

Village Name	Local Municipality	Village Name	Local Municipality
Pakkies 1	GKM	Ntwasahlobo	DR NDZ
Pakkies 2		Mangophoza	
Kransdraai		Bashaweni	NMZ
Makhoba		Moyeni	
Sigedleni 1	JPP	Marhwaqa 1 X2	
Sigedleni 2		Mnceba	
Mnyanyabuzi		Paninkukhu	
Mngangeni		Washbank	
Lingelethu		Ntshongo	
Sigcakini		Maphepheni	
Madondo			
Ncakubana			
Pholane			
Mbambalala			
Ndonyane			
Hholo			
Ndwebu			





HARRY GWALA DISTRICT MUNICIPALITY
"Together We Deliver and Grow"

2. Water Indaba Phase 1 Spring Protection Projects

Village Name	Local Municipality	Village Name	Local Municipality
Chibini	JPP	Jokweni, Mqundekweni and Nkaseni	DR NDZ
Ngudwini, Somelulwazi and Sigcakini		Sibovini and Mkhazini	
Mahlabathini, Springvale Mission and koMadondo		Ngonyama and Bhambatha	
Skeyi, Komiya, Putini		Hlafuna	
		Mafohla, Nkumba and Nkelabantwana	
		Ndabakayibuzwa, Mphithini and Bhodla	
		Dumabezwe 1 &2 and Ntekaneni	
		Matshanhlobo-Mthintwa and Bhuqwini, Khayeka and Delamuzi	NMZ
		Myembe	
		Nomgobho 1,2 and 3	
		Zadungeni and Mfulamhle	
		Fourteen	
		Washbank	
		Mngangeni	
		Khiliva-Mshayazafe	





3. DR NDZ Phase 2 Proposed Projects

Ward No.	Village Name	Challenges Encountered	Proposed Corrective Measure
1	Solokohlo 1	Water supply shortage	Spring protection
	Solokohlo 2	Water supply shortage	Spring protection
	Nkothweni	Water supply shortage	Spring protection
4	Thonsini ngakwa Nduna Zikode	Water supply shortage	Spring protection
	Thonsini elangeni	Water supply shortage	Spring protection
	KoShoba	Water supply shortage	Spring protection
	Phayindane	Water supply shortage	Spring protection
5	Mlindeli	Water supply shortage	Spring protection

HARRY GWALA DISTRICT MUNICIPALITY
"Together We Deliver and Grow"

3. DR NDZ Phase 2 Proposed Projects

Ward No.	Village Name	Challenges Encountered	Proposed Corrective Measure
6	Mjondolo	Water supply shortage	Spring protection
	KoZondi	Water supply shortage	Spring protection
	Ohlabeni Emadeleni	Water supply shortage	Spring protection
	MaMncwabe	Water supply shortage	Spring protection
12	Voyizana entabeni	Water supply shortage	Spring protection
	Mphithini	Water supply shortage	Spring protection
13	Dumabezwe	Water supply shortage	Spring protection
	Ntekaneni/ Seaford	Water supply shortage	Refurbishment of the weir and gravity line, install online chlorination and install floating valve to control the overflow when the tank is full as well as the level indicator.
8	Ngwagwane eMagelekedle	Water supply shortage	Drilling & equipping
10	Gobhogobho 1 (to feed Ward 9)	Water supply shortage	Refurbishment of existing borehole replace vandalized electrical and mechanical equipment.
	Gobhogobho 2 (to feed Ward 9)	Water supply shortage	Refurbishment of existing borehole replace vandalized electrical and mechanical equipment.
9	Drayini	Water produced and supplied not sufficient for the demand.	Refurbishment of existing borehole replace vandalized electrical and mechanical equipment. Also refurbish the rising main and reticulation that was damaged by Department of Transport during the

5. Proposed Budget Split (Water Indaba Phase 2)

ALLOCATION	ALLOCATION
Spring Protection	R 7 250 000,00
Borehole Drilling	R 16 050 000,00
Purchase of Borehole Drilling Truck	R 7 500 000,00
Refurbishment, Completion and Upgrading of Existing Schemes	R4 200 000,00
TOTAL	**R 35 000 000,00**

HARRY GWALA DISTRICT MUNICIPALITY
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5. Proposed Budget Split (Water Indaba Phase 2)

ALLOCATION	ALLOCATION
Spring Protection	R 7 250 000,00
Borehole Drilling	R 16 050 000,00
Purchase of Borehole Drilling Truck	R 7 500 000,00
Refurbishment, Completion and Upgrading of Existing Schemes	R4 200 000,00
TOTAL	**R 35 000 000,00**

HARRY GWALA DISTRICT MUNICIPALITY
"Together We Deliver and Grow"

SECTION G – CHAPTER 7: ANNUAL OPERATIONAL PLAN (SDBIP)

7.1. BACKGROUND AND CONTEXT TO SDBIP PREPARATION

Dr Nkosazana Dlamini-Zuma Municipality is required by the Municipal Finance Management Act (MFMA) of 2003 to prepare a Service Delivery and Budget Implementation Plan (SD&BIP) to ensure that its annual budget is strategically aligned to and integrated with the IDP. In terms of Section 53 (1) (c) (ii) of the MFMA, the SD&BIP is identified as a detailed plan approved by the Mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget

7.2. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2026/2027

The 2026/27 Draft SDBIP is attached as Annexure B of this document. Below are 5 year departmental plans

DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN 2026/2027

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	**NATIONAL KPA 1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION** **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT** **GENERAL KPI: 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.** **GENERAL KPI: The percentage of a municipality's budget actually spent on implementing its workplace skills plan** **BACK TO BASICS PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS** **CORPORATE SERVICES DEPARTMENT:2026/2027 TOP-LAYER FINAL SDBIP**														
2	**IDP/SDBIP NO**	**WARD**	**GENERAL KPI**	**STRATEGIC OBJECTIVE**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1 TARGET**	**QUARTER 2 TARGET**	**QUARTER 3 TARGET**	**QUARTER 4 TARGET**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
3															
4															
5	CORP 6	All	The percentage of a municipality's budget actually spent on implementing its worksplace skills plan	To capacitate all municipal employees to improve performance of the set objectives by 30 June 2027	Coordination of Training Programmes for Employees	The percentage of a municipality's budget actually spent on implementing its worksplace skills plan	73% of the workplace skills plan budget actually spent.	75%	Development and submission of Training Specifications	25%	50%	75%	Corporate Support Services	**R800 000**	**Quarter 1** Specification **Quarter 2-4** Attendance Register Signed Close-out Report with total percentage of employees capacitated
6														**R800 000**	
7	CORP 7	All	NA	To capacitate all Councillors to improve performance of the set objectives by 30 June 2027	Coordination of Training Programmes for Councillors	Number of training programmes coordinated for Councillors	2 Councillor Training Programmes were coordinated in 2025/26 fy	2	Development of Training Specifications	N/A	1	1	Corporate Support Services	**R236 000**	**Quarter 1** Specification **Quarter 2** N/A **Quarter 3 & 4** 1. Attendance Register 2. Signed Close-out Report indicating number of trainings coordinated for councillors
8											**R118 000**	**R118 000**		**R236 000**	
9	CORP 11	All	NA	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Compile and monitor of Council Resolution Registers	Number of Council Resolution Registers produced	09 Council Resolution Registers produced	9	2	2	3	2	Corporate Support Services	Operational	**Quarter 1-4** Signed Council Resolution Register
10	CORP 12	All	NA	To inculcate a culture of being a responsive and accountable organisation on complaints raised by members of the public by 30 June 2027	Implementation of Customer Care Policy	Percentage of complaints relating to local municipal services refered to the relevant departments	100% of complaints relating to local municipal services referred to relevant departments	100%	100%	100%	100%	100%	Corporate Support Services	N/A	**Quarter 1-4** Quarterly Complaints Management report submitted to Corporate Services Portfolio Committee
11	CORP 13	All	N/A	To improve revenue management for effective service delivery and financial viability by 30 June 2027	Revenue Enhancement: 1. Municipal Housing Rentals 2. Printing Services 3. Natal Joint Pension Fund 50% Refund 4. Mandatory Grants: SETA	Number of revenue enhancement projects implemented to improve municipal revenue	5 Projects were implemented to enhance municipal revenue	4	Revenue Enhancement: 1. Municipal Housing Rentals 2. Printing Services	**Revenue Enhancement:** 1. Municipal Housing Rentals 2. Printing Services 3. Mandatory Grants: SETA	**Revenue Enhancement**: 1. Municipal Housing Rentals 2. Printing Services	**Revenue Enhancement:** 1. Municipal Housing Rentals 2. Printing Services 3. Mandatory Grants: SETA 4. Natal Joint Pension Fund 50% Refund	Corporate Services Department	Operational	**Quarter1- 4** Detailed report or proof of payment indicating the project implemented to improve municipal revenue
12															
13															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
15	CORP 14	All	N/A	To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics quarterly reports submitted to the PMS Unit	4 B2B Quarterly reports submitted to PMS Unit	4	1	1	1	1	Corporate Services Department	N/A	**Quarter 1-4** Progress Reports on Back to Basics Proof of Submission to PMS Unit
16															
17	**PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT** **NATIONAL KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT** **OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES** **GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services** **Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP** **BACK TO BASICS PILLAR 4: Delivering Basic Services** **PUBLIC WORKS AND BASIC SERVICES DEPARTMENT 2026/2027 TOP-LAYER FINAL SDBIP**														
18	**IDP / SDBIP NO.**	**WARD**	**GENERAL KPI**	**STRATEGIC OBJECTIVES**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1 TARGET**	**QUARTER 2 TARGET**	**QUARTER 3 TARGET**	**QUARTER 4 TARGET**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
19									**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**			
20	PWBS 1	All	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve storm water control in roads infrastructure by 30 June 2027	Installation of Storm-water pipes.	Number of meters of storm-water pipes installed	170 Metres of storm water pipes installed	187.5m	70m	67.5m	N/A	50m	PWBS	R 1 500 000.00	**Quarter 1** Signed Detailed Progress reports of all activities done **Quarter 2** Signed Detailed Progress Report of all activities done in project **Quareter 3** N/A
21															
22	PWBS 2	2 and 14	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to roads infrastructure by 30 June 2027	Construction of Concrete Road 1. Jama Concrete Road = 0.420km 2. Himeville Asphalt Roads Phase 3 (Extention of Thomas) Ward 2 = 0.350km	Number of kilometers of gravel roads upgraded to concrete surface.	0.848 km of upgrading of gravel to concrete constructed	0.770km	Appointment of 2x service provider 1. Jama Concrete Road 2. Himeville Asphalt Roads Phase 3 (Extention of Thomas)	N/A	N/A	0.770km	PWBS	R9 294 793,00	**Quarter 1:** 2 Appointment letters **Quarter 2:** N/A **Quarter 3:** N/A **Quarter 4:** Signed Practical Completion certificate
23															
24	PWBS 3	10	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve storm water control in roads infrastructure by 30 June 2027	Fencing of Bulwer Landfill	Number of Kilometers of Bulwer landfill site fenced	New Project	1.583km Fencing of Bulwer Landfill	N/A	N/A	Appointment of service provider for fencing of Bulwer Landfill	1.583km Fencing of Bulwer Landfill	PWBS	R 3 000 000.00	**Quarter 1:** N/A **Quarter 2:** N/A **Quarter: 3** 1. Appointment and Progress Report signed by the Engineer **Quarter: 4** Progress report
25											N/A	N/A			
26	PWBS 4	04,07,09 and 11	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to roads infrastructure by 30 June 2027	Renewal of Gravel Roads: 1. Zidweni Access Road 2. Mqondisi Nyide Access Road 3. Mangwaneni community hall Access Road 4. Mlimandlela Access Road 5. Khubeni Access	Number of kilometers of gravel roads renewed	20.508 km of gravel roads renewed	5.41 km	Appointment letter/ Purchase order	1.452 km	3.958 km	N/A	PWBS	R 3 320 000,00	**Quarter 1:** Appointment Letter/Purchase Order **Quarter 2- 3** 1. Signed Practical Completion Certificate. 2. Listing of Roads Renewed.
27															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
28	PWBS 5	All	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to roads infrastructure by 30 June 2027	Maintenance of Gravel Roads 1. Ntshiza Access Road 2. Seaford Phase 2 Access Road 3. Diphini Access Road 4. Mbeje Access Road 5. KwaZondi Access Road 6. Sonyongwana Phase 2 Access Road 7. Khalemgodini Access Road Access Road 8. Sakhile Mtolo Access Road 9. Mafohla Access Road 10. Gaye Access road 11. Tarsvalley Access Road 12. Sithole Access Road 13. Memela Access Road (ward 12) 14. Junction Access Road	Number of kilometers of gravel roads maintained	23.236km of gravel Roads maintained	20.968 km	4.741 km	5.58 km	6.798 km	3.849 km	PWBS	R 6 500 000.00	**Quarter 1-4** 1. Detailed Progress Report of all activities done in each project 2. Signed Practical Completion certificates
29															
30	PWBS 6	14	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Construction of Community halls Nomgidi Community hall	Number of community halls constructed	1 Community hall was constructed in 2024/25 fy (Thonsini Community Hall)	1	N/A	Appointment of service Provider for: 1) Nomgidi Community Hall	N/A	1	PWBS	R 2 500 000.00	**Quarter 1:** N/A **Quarter 2:** 1 Appointment letter **Quarter 3** N/A **Quarter 4** Signed Practical Completion certificate
31															
32	PWBS 7	8	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Construction of Sports Fields 1) Bazini sport fields	Number of sport fields constructed	1 Sportsfield was constructed (Maguzwana Sportsfield)	1	Appointment of service provider for: 1. Bazini Sport fields	N/A	N/A	1	PWBS	R 2 500 000.00	**Quarter 1:** Appointment letter **Quarter 2:** N/A **Quarter 3:** N/A **Quarter 4** Signed Practical Completion certificate
33															
34	PWBS 8	14	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Construction of Sports Fields 1) Creighton Regional Sports Centre: Phase 3 (Athletic track)	Number of meters of athletic Track constructed in Creighton Regional Sportsfield	1 Sportsfield was constructed in 2024/25 fy	400 Meters	N/A	400meters	NA	NA	PWBS	R 3 533 401.00	**Quarter 1:** Progress report **Quarter 2:** Practical Completion Certificate **Quarter 3:** N/A **Quarter 4** N/A
35															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
36	PWBS 9	5,10,12, 1	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to roads infrastructure by 30 June 2027	Construction of pedestrains bridges: 1) Ndlangisa Pedestrian Bridge 2) Gobhogobho Pedestrian Bridge 3) Half My Right Pedestrian Bridge 4) Ntwasahlobo Pedestrian Bridge	Number of pedestrian bridges constructed	4 EIA Studies conducted for pedestrian bridges	4	Appointment of a service provider for the construction of Half my right and Ntwasahlobo Pedestrain Bridges	2 Construction of Pedestrain Bridge completed 1) Ndlangisa Pedestrian Bridge. 2) Gobhogobho Pedestrian Bridge	N/A	2 Construction of Pedestrain Bridge completed. 1) Half My Right Pedestrian Bridge 2) Ntwasahlobo Pedestrian Bridge	PWBS	R 20 888 154.00	**Quarter 1:** Appointment letters for Half my right and Ntwasahlobo Pedestrain Bridges **Quarter 2** 2 Practical Completion certificates **Quarter 3** N/A **Quarter 4** Signed Practical Completion Certificate Listing of completed bridges
37															
	PWBS 10	02,04,08,09,10,12	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Maintanance of Community Assets 1. Himeville Transfer station 2. Mncane Sosibo Comm Hall 3. Sonyongwane Comm Hall 4. Nkwezela Comm Hall 5. Hlafuna Comm Hall 6. Mphithini Comm Hall	Number of community assets maintained	6 Community Assets Maintained	6	N/A	Appointment of Service Provider	N/A	6	PWBS	R 4 100 000.00	**Quarter 1:** N/A **Quarter 2:** (1). Appointment letters **Quarter 3:** (1). N/A **Quarter 4:** Signed Prcatical completion certificates
38	PWBS 11	14	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Mantainance of Municipal Buildings 1. Old Municipal Builing	Number of municipal buildings maintained	5 Municipal buildings were maintained in 2024/25 fy	1	N/A	Appointment of service provider	1	N/A	PWBS	R 200 000.00	**Quarter 1:** N/A **Quarter 2:** Appointment **Quarter: 3** Signed Practical Completion Certificates **Quarter 4** N/A
39															
	PWBS 12	11 and 14	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Refurbishment of Municipal Buildings 1. Nkelabantwana Community Hall 2. Creighton Main Office	Number of municipal buildings refurbished	New Project	2	N/A	N/A	Appointment of service provider	2 municipal buildings refurbished	PWBS	1 000 000.00	**Quarter 1:** N/A **Quarter 2:** N/A **Quarter 3** Appointment letter **Quarter 4:** Practical completion certificate
40	PWBS 13	9 to 15	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to buildings and recreational facilities by 30 June 2027	Construction of Bus shelters	Number of Bus Shelters constructed	8 Bus Shelters were constructed	7	Appointment of service provider	NA	7 bus shelters constructed	N/A	PWBS	R 500 000.00	**Quarter 1:** Appointment letters **Quarter 2:** NA **Quarter 3** 1. Signed Practical Completion certificates 2. Listing of Bus Shelters constructed **Quarter 4:** NA
41															
42															
43															
44															
45															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	PWBS 14		Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to electricity by 30 June 2027	Installation of High Mast Lights at Nkwezela and Nkumba	Number of streets lights installed	68 street lights installed in 2024/25 fy	2	NA	NA	Appointment letter of service provider	2	PWBS	R 200 000.00	**Quarter 3** Appointment letter **Quarter 4** Signed Practical Completion Certificates
46															
47															
	PWBS 15	All	Percentage of households with access to free solid waste removal	To improve access to solid waste management services by 30 June 2027	Solid Waste Management	Percentage of households with access to solid waste removal	100% of households with access to solid waste removal	100%	100%	100%	100%	100%	PWBS	operational	**Quarter 1-4** List of households with access to waste removal
	PWBS 16	All	Percentage of households with access to free solid waste removal	To improve access to solid waste management services by 30 June 2027	Solid Waste Management	Percentage of households with access to free solid waste removal	100% of households with access to free solid waste removal	100%	100%	100%	100%	100%	PWBS	operational	**Quarter: 1-4** 1. Listing of households with access to free solid waste removal
									operational	operational	operational	operational			
48															
49	PWBS 17	All	Percentage of municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	To improve access to housing infrastructure by 30 June 2027	Facilitation of housing projects	Number of housing projects facilitated	34 Housing projects Facilitated	32	32	32	32	32	PWBS	operational	**Quarter: 1-4** 1. Human Settlement Reports submitted to PWBS committee and 2. Minutes of the Housing Think Tank Committee 3. Listing of 32 Housing Projects reflecting wards and units per project
50									operational	operational	operational	operational			
51	PWBS 18	All	The number of jobs created through municipality's local economic development initiatives including capital projects	To report job opportunities created through infrastructure development projects and EPWP grant funding by 30 June 2027	Extended Public Works Programme (EPWP)	Number of Work Opportunities created through EPWP Grant	302 Work Opportunities created through EPWP	143	70	N/A	N/A	73	PWBS	R 1 811 000.00	**Quarter 1-4** 1. Listing of all EPWP workers
	PWBS 19	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Capital budget expenditure	Percentage of the municipality's annual capital budget actually spent on capital	93% of the municipality's annual capital budget actually	90%	25%	50%	75%	90%	PWBS	R 52 431 599.00	**Quarter 1-4** Capital budget expenditure Report
52															
53	PWBS 20	All	NA	To improve organisational performance for effective service delivery by 30 June 2027	Conducting Performance Assessments for Middle Managers	Number of performance assessments conducted for Middle Managers	4 Performance Assessments conducted for Middle Managers	4	1	1	1	1	PWBS	NA	**Quarter 1-Quarter 4** Attendance Register Invitation to the Assessments
54															
55	PWBS 21	All	N/A	To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to PMS Unit	4 Back to Basics reports submitted	4	1	1	1	1	PWBS	NA	**Quarter 1- 4** Progress Reports on Back to Basics Proof of Submission to OMM
58															
59															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
62	PWBS 22	NA	NA	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Attendiing Risk Management Committee Meetings	Number of Risk Management Committee Meetings attended	New Project	4	1	1	1	1	Risk Management Unit	Operational	**Quarter 1- 4** Attendance Register Minutes
63															
64	**NATIONAL KPA 3 : LOCAL ECONOMIC DEVELOPMENT** **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH** **GENERAL KPI: The Number of jobs created through municipality's local economic development initiatives including capital projects. BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST** **COMMUNITY AND SOCIAL SERVICES DEPARTMENT:2026/2027 TOP-LAYER FINAL SDBIP**														
65															
66	**IDP / SDBIP NO.**	**WARD**	**GENERAL KPI**	**STRATEGIC OBJECTIVES**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1 TARGET**	**QUARTER 2 TARGET**	**QUARTER 3 TARGET**	**QUARTER 4 TARGET**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
67									**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**			
68	CSS1	All	N/A	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Conduct Firebreaks in fire high risk areas	Number of areas where firebreaks are conducted	5 areas where firebreaks were conducted	5	N/A	N/A	N/A	5	CSS	R 30 000	**Quarter 1-3:** N/A **Quarter 4:** Dated photos
69															
70	CSS 4	All	N/A	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Procurement of Disaster Relief Kit	Number of Disaster Relief Kits Procured and delivered	3 Disaster Relief Kits procured and delivered	Procurement of 1 x Disaster Relief Kit (100 blankets, 100 Sponges, 100 plastic sheeting) and delivered by 30 June 2027.	Development of Specification and delivery of disaster relief material (50 blankets, 50 sponges, 50 plastic sheeting)	N/A	Procurement and delivery of 1 Disaster Relief Kit (50 blankets, 50 sponges, 50 plastic sheeting)	N/A	CSS	R 440, 400	**Quarter:1** Delivery Note **Quarter: 3** Delivery Note
71															
72	CSS 6	All	N/A	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Procurement and Installation of Lightning Conductors	Number of Lightning Conductors Procured and Installed	40 lightning conductors procured and installed	50	Procurement and installation of 50 Lightning conductors	N/A	N/A	N/A	CSS	R398 164	**Quarter:1** 1. Dated Photos 2. Register of beneficiaries
73									R398 164						
74	CSS 8	All	N/A	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2027	Conduct Library Outreach Programmes	Number of Library Outreach Programmes Conducted	16 library outreach programmes were conducted.	16	4	4	4	4	CSS	R 12 600	**Quarter: 1-4** 1. School Register signed by the Principal on behalf of school in attendance 2. Dated Photos
75										R150 000					
76	CSS 12	All	N/A	To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2027	Procurement and delivery of transport assets	Number of vehicles procured and delivered	2 vehicles procured and delivered	2	Development and approval of specification	N/A	N/A	Delivery of 2 vehicles	CSS	R 700 000	**Quarter:1** Approved Specification **Quarter:4** Delivery Note
77															
78	CSS 13	All	N/A	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Procurement and delivery of satelitte parkhomes	Number of Parkhomes procured and delivered	New Project	1	Development and approval of specification	NA	NA	Delivery of 1 Parkhome	CSS	R 250 000	**Quarter:1** Approved Specification **Quarter:4** Delivery Note
79															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
	CSS 14	All	N/A	To Ensure Improved and integrated Institutional Capacity and Reponses to Disaster Incidents Or Disasters by 30 June 2027	Procurement of furniture and equipment items	Number of furniture and equipment items procured and delivered	New Project	86 furniture and equipment items procured and delivered	Development and approval of specification	NA	NA	Delivery of 86 furniture and equipment items	CSS	R 1 178 164	**Quarter:1** Approved Specification **Quarter:4** Delivery Note
80															
81															
	CSS 15		N/A	To promote development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2027	Sports, Arts and Culture Training, Training of youth on driving skills	7 capacity building programmes were conducted	7 capacity building programmes were conducted	5	1 capacity building programme conducted (Training of Jockeys)	NA	2 capacity building programmes conducted (Training of artists and crafters)	2 capacity building programmes conducted (Driving skills and security training)	CSS	R580 000	**Quarter: 1-4** 1. Signed closeout reports 2. Attendance Registers
82															
83									R15 000		R50 000	R520 000	CSS		
	CSS 19	All	N/A	To ensure preparedness and well equiped start to the academic year for all learners, while addressing the performance of learners by providing financial resources, equipment and encouraging them.	Coordination of Municipal Bursary Programme	Number of derserving learners awarded with bursaries	New Project	50	N/A	Procuremet process for of Back to school equipment and resources	Awarding 50 Deserving learners with bursaries	N/A	CSS	R2 854 302	**Quarter 2 :** Procurement Specification **Quarter 3:** Approved List of Beneficiaries Signed Bursary Award Letters
84															
85															
	CSS 20	All	N/A	To promote a healthy lifestyle and self sustainability for Youth,Children ,Women Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by 30 June 2027	Coordination of events	Number of events coordinated		19	1 Commemoration of Nelson Mandela Day, 1 Mens Day, 1 Women's day, 1 Boys Youth Camp , 1 Umkhosi wezintombi zase Harry Gwala , 1 Umkhosi womhlanga	1 Commemoration of Senior citizens day, 1 Disability day, 1 16 Days of activism, 1 World Aids day,	1 Human Rights Day, 1 TB day. 1 Matric awards,	1 Child Protection Week Programme 1 Career Exhibition, 1 Youth Day celebration 1 GVBF Awareness 1 War Room Awards	CSS		**Quarter: 1-4** 1. Signed report 2. Attendance Register
86															
87									R1 420 000	R362 250	R642 752	489 500	CSS		
88	**NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT** **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY** **NATIONAL KPI: .Financial Viability expressed by the Ratios** **GENERAL KPI: The Percentage of households earning less than R1100 per month with access to free basic services** **BACK TO BASICS PILLAR 4: SOUND FINANCIAL MANAGEMENT** **BUDGET AND TREASURY OFFICE: 2026/2027 TOP-LAYER FINAL SDBIP**														
	IDP / SDBIP NO.	**GENERAL KPI**	**WARD**	**STRATEGIC OBJECTIVES**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1**	**QUARTER 2**	**QUARTER 3**	**QUARTER 4**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
89															
									BUDGET PROJECTIONS	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**			
90															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
91	BTO 1	N/A	All	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Preparation of municipal budget	Number of budget reports submitted to IDP/Budget Steering Committee & Council for Approval	3 Budget Reports submitted to Council	3	NA	N/A	1. 1 Draft 2027/2028 Budget Report submitted to IDP/Budget Steering Committee & Council for Approval 2. 1 Adjustment Budget to IDP/Budget Steering Committee & Council for Approval	1 Final Budget Report submitted to IDP/Budget Steering Committee & Council for Approval	BTO	Opex	**Quarter 1-2** NA **Quarter 3:** 1. 2026/2027 Adjustment Budget Report submitted to Council and Budget Steering Committee 2. Draft 2027/2028 budget Report submitted to Council and Budget Steering Committee 3. Council resolutions & 4. Attendance Registers for Budget Steering Committee **Quarter 4:** 1. Final 2027/2028 Budget Report submitted to Council and Budget
92															
93	BTO 3	The percentage of the municipality's capital budget actually spent of capital projects identified for a particular financial year in terms of the municipality's IDP	ALL	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2026	Development of Budget and Treasury reports	Number of Section 71 reports submitted	12 Section 71 submitted to Finance Committee and Treasury departments within 10 working days after the end of each month	12	3	3	3	3	BTO	Opex	**Quarter 1- 4** Section 71 and 66 reports 1. Revenue Report 2. Expenditure Report 3. Cash Coverage Ratio Report 4. SCM Implementation Report 5. Proof of submission to
94															
95	BTO 8	NA	ALL	To manage municipal expenditure to maximise financial viability by 30 June 2027	Adherance to Creditors Payment schedule	Percentage of creditors paid within 30 days of submission of a valid invoice	100% creditors paid within 30 days of submission of a valid invoice	100%	100%	100%	100%	100%	BTO	Opex	**Quarter 1-4** Signed Creditors report
96															
97	BTO 10	Financial viability expressed by the following ratios: Collection rate	ALL	To improve revenue management for effecetive service delivery and financial viability by 30 June 2027	Revenue collection.	Percentage of revenue collected	80% of Revenue was collected	82% of revenue collected	55%	65%	75%	82%	BTO	OPEX	**Quarter 1-4** Debtors collection report
98															
99	BTO 12	Percentage of households earning less than R1100 with access to free basic services	ALL	To improve service delivery by providing basic needs by 30 June 2027	Updating of Indigent register	Number of indigent registers updated	1 Indigent register prepared	1 Indigent register updated	NA	Advert	1	1	BTO	OPEX	**Quarter 1:** NA **Quarter 2:** Advertisment **Quarter 3:** Draft Indigent register **Quarter 4:** Final approved Indigent
100															
101	BTO 13	Percentage of households earning less than R1100 with access to free basic services	ALL	To improve service delivery by providing basic needs by 30 June 2027	Provision of free basic electricity (Indigent support) to Indigent people	Number of indigent households provided with FBE	821 households were provided with FBE	850 households provided with FBE	700	750	800	850	BTO	OPEX	**Quarter 1-4** Approved FBE Report

102 BTO15	The percentage of the municipality's capital budget actually spent of capital projects identified for a particular financial year in terms of the municipality's IDP	ALL	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Development of Budget and Treasury reports to monitor Capital Expenditure.	Percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	73% of the municipality's capital budget was spent on capital projects	90% budget spent on BTO Capital Expenditure	10%	30%	60%	90%	BTO	CAPEX	**Quarter 1-4** Detailed Capital Budget report
103															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
104	BTO16	Financial viability expressed by the following ratios: Cash/cost coverage ratio	ALL	To manage financial resources effectively and efficiently for improved service delivery by 30 June 2027	Management of financial resources to ensure sustainability for service delivery.	Number of months for cash/cost coverage	6 Months Cash Coverage Ratio	6 months	6	6	6	6	BTO	OPEX	**Quarter 1-4** Signed cash/cost coverage report
105															
106	BTO 17	All	N/A	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	% on implementation of AG's action plan in response to 2022/2023 Audit Report	Percentage on implementation of AG's action plan presented to oversight structures	100% achieved on the implementation of AG's Action plan and presented to Oversight Structures	100%	NA	NA	100%	100%	BTO	NA	**Quarter 1- 2** NA **Quarter 3-4** Progress Report on the implementation of 2026/2027 Audit Action Plan based on
107															
108	**NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION AND CROSS CUTTING INTERVENTIONS AND SPATIAL DEVELOPMENT** **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY** **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT** **GENERAL KPI: The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan** **BACK TO BASICS PILLAR 1: PUTTING PEOPLE FIRST** **BACK TO BASICS PILLAR 3: GOOD GOVERNANCE** **OFFICE OF THE MUNICIPAL MANAGER: 2026/2027 TOP-LAYER FINAL SDBIP**														
109	**IDP NO.**	**WARD**	**GENERAL KPI**	**STRATEGIC OBJECTIVES**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1 TARGET**	**QUARTER 2 TARGET**	**QUARTER 3 TARGET**	**QUARTER 4 TARGET**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
110									**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**			
111	OMM 1	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	To review and develop a multi-year strategic plan that responds to the needs of the community by 30 June 2027	Review and adoption of the 2027/2028 Integrated Development Plan (IDP)	Number of IDP's reviewed and adopted by Council	1) 01 Draft 2026/27 IDP reviewed 2) Final IDP for 2026/27 was reviewed	1 Draft and 1 Final 2027/2028 IDP reviewed and adopted by Council	Development and Approval of 2027/2028 IDP/Budget Process Plan	Conduct 1 IDP/Budget (2027/28) Roadshow	1 (Draft 2027/2028 IDP)	1(Final 2027/28 IDP)	Strategic Support Services		**Quarter 1:** Process Plan Advert Council Resolution **Quarter 2:** Attendance Register, IDP Roadshows Minutes and Agenda **Quarter 3:** Draft IDP Council Resolution Proof of Submission and Advert **Quarter 4:** Final IDP Advert Council Resolution and Proof of Submission Attendance registers and Minutes of IDP Roadshows
112															

113	OMM 2	All	NA	Conduct Performance Assessments for Section 54/56 managers by 30 June 2027	Conducting Performance Assessments for S54/56 Managers	Number of Performance Assessments conducted	4 Performance Assessments reports produced	4	1 (Annual Performance Assessments)	1 (Informal)	1 (Mid-Year Performance Assessment)	1 Q3 Performance Assessment(Informal)	Strategic Support Services	NA	**Quarter 1:** Report for the 2024/2025 PMS Assessments Attendance Register **Quarter 2:** Report for the Q1 PMS Assessments Attendance Register **Quarter 3:** Mid-year Performance Report for PMS Assessments & Attendance Register **Quarter 4:** Report for the Q3 PMS Assessments Attendance Register
114									**0**	**0**	**0**	**0**			
115															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
116	OMM 3	All	N/A	Prepare quarterly performance reports and submit to Council structures by 30 June 2027	Submission of quarterly performance reports to Council oversight structures	Number of Performance reports submitted to Council oversight structures	4 performance report submitted to APAC& Council	4	1	1	1	1	Strategic Support Services	NA	**Quarter 1** 2024/2025 APR Proof of Submission to AG & Cogta **Quarter 2** 2025/2026 First Quarter Performance Report Council Resolution **Quarter 3** 2025/2026 Q2 &Mid-year Performance Report Council Resolution 2024/25 Annual Report & Oversight Report Proof of Submission to COGTA, AG, Treasury **Quarter 4** Third Quarter Performance Report Council Resolution
117									**0**	**0**	**0**	**0**			
118	OMM 4	All	NA	To inculcate a culture of good governance, compliance and effective internal controls by 30 June 2027	Risk management registers developed and monitored	Number of reports on risk registers developed and monitored.	4 reports on risk registers monitored and 1 risk register developed for 2025/2026.	5	Updated risk register Summary report on progress made on risk management	Updated risk register Summary report on progress made on risk management	1	1 and 1 Risk Register developed (2026/2027)	Risk Management	NA	**Quarter 1-3** Updated risk register Summary report on progress made on risk management **QUARTER 4-** Updated risk register Summary report on progress made on risk management and Consolidated 2026-27 Risk Register Attendance Register and Agenda
119									0	0	0	0			
120	OMM 7	ALL	NA	To encourage participation of the local community in the affairs of the municipality by 30 June 2027	Coordinating Combined quarterly ward committee meetings	Number of combined quarterly ward committee meetings coordinated	,4 combined quarterly ward committee meetings coordinated	4	1	1	1	1	Strategic Support Services		**Quarter 1-4** Agenda, Minutes of the Meeting Attendance Register
121															
122	OMM 10	All	N/A	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Develop and monitor implementation of the AG's action plan	Number of monitoring reports on the implementation of the AG's action plan presented to APAC	2 Monitoring reports on the implementation of AG's Action plan were presented to Oversight Structure in 2024/25 fy	2	NA	NA	1	1	IA& Risk Management Unit	NA	**Quarter 1- 2** NA **Quarter 3-4** Progress Report on the implementation of 2024/2025 Audit Action Plan APAC Agenda & Attendance Register
123									0	0	0	0			
124	OMM 11	All	N/A	To improve organisational performance for effective service delivery by 30 June 2027	Submission of Back to Basics reports	Number of Back to Basics reports submitted to COGTA	4 Back to basics reports submitted to COGTA	4	1	1	1	1	Strategic Support Services	NA	**Quarter 1- 4** 1. Progress Reports on 2. Back to Basics Proof of Submission to COGTA
125															
126	OMM 12	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Capital budget expenditure	Percentage of the municipality's annual capital budget actually spent on capital projects	86% of a municipality's annual capital budget actually spent on capital projects	90%	10%	50%	75%	90%	OMM		**Quarter 1-4** Capital Budget Report
127															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
128	OMM 13	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan	To inculcate a culture of good governance compliance and effective internal controls by 30 June 2027	Capital budget expenditure(Grants)	Percentage of conditional grants spent in line with the approved grant framework	99 % of municipality's grants received actually spent on capital projects: Grant expenditure on capital projects: (IMIG, INEP,	100%	10%	50%	75%	100%	OMM		**Quarter 1-4** Capital Budget Report
129															
130	**NATIONAL KPA 6: CROSS CUTTING INTERVE NTIONS AND SPATIAL DEVELOPMENT PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) 5 ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY GOAL 7: SPATIAL EQUITY GENERAL KPI: the number of jobs created through municipality's local, economic development initiatives including capital projects BACK 2 BASICS PILLAR 2: DELIVERING BASIC SERVICES DEVELOPMENT AND TOWN PLANNING SERVICES:2026/2027 TOP-LAYER FINAL SDBIP**														
131	**IDP NO.**	**WARD**	**GENERAL KPI**	**STRATEGIC OBJECTIVES**	**PROJECT**	**KEY PERFORMANCE INDICATOR**	**BASELINE**	**ANNUAL TARGET**	**QUARTER 1 TARGET**	**QUARTER 2 TARGET**	**QUARTER 3 TARGET**	**QUARTER 4 TARGET**	**RESPONSIBLE DEPARTMENT**	**ANNUAL BUDGET**	**PORTFOLIO OF EVIDENCE**
132									**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**	**BUDGET PROJECTIONS**			
133	DTPS 03	All	N/A	To improve and optimise land usage by 30 jUNE 2027	Land Development Management	Percentage of Land Development Applications processed within 60 days from the closing date of comments or confirmation that the application is complete in line with SPLUMA	100% of Land Development Applications processed within 60 days from closing date of comments or confirmation that the application is complete in line with SPLUMA	100 % of Land Development Applications processed within 60 days from receipt of comments or confirmation that the application is complete and in line with SPLUMA	100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete	100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete	100 % of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete	100% of land development applications processed within 60 days from closing date of comments or confirmation that the application is complete	Development and Town Planning Services		**Quarter 1-4:** Signed Land Development Applications Register
134															
135	DTPS 04	All	N/A	To improve and optimise land usage by 30 jUNE 2027	Approval of Building Plans	Turn around time and percentage of building plans processed in line with NBR	100 % of Building plans approved within 30/60 days from the date of receipt in 2024/25 financial year	100% of building plans processed within 30/60 days from the date of receipt	100% of building plans processed within 30/60 days from the date of receipt	100% of building plans processed within 30/60 days from the date of receipt	100% of building plans processed within 30/60 days from the date of receipt	100% of building plans processed within 30/60 days from the date of receipt	Development and Town Planning Services		**Quarter 1-4:** Building Plans Register with actual date for receipt and approval I
136															
137	DTPS 05	Ward 3	N/A	To improve and optimise land usage by 30 jUNE 2027	Review of the Land Use Scheme	Number of Land Use Schemes adopted by Council	1 Reviewed Land Use Scheme adopted by Council	1 Reviewed Land Use Scheme adopted by Council by 30 June 2027	1 Draft Land Use scheme developed	Public participation process	1 Final Draft Land Use scheme developed	1 Final Draft Land Use scheme adoption by Council by 30 June 2027	Development and Town Planning Services	**R300 000,00**	**Quarter 1:** 1). Draft land use scheme **Quarter 2:** 1). Public Participation report **Quarter 3:** 1). Final reviewed land use scheme **Quarter 4:** 1). Council resolution on the adoption of the reviewed land use scheme
138															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
139	DTPS 06	Ward 10	The number of jobs created through Municipalities, Local Economic Development initiatives including Capital Project	Promote MSMEs and Entrepreneurship Development	MSMEs and Cooperatives Functionality	Number of supported MSMEs and Co-operatives profiled and assessed.	16 MSMEs profiled and assessed	16	4	4	4	4	Development and Town Planning Services	**R10 000,00**	**Quarter 1 - 4 :** a) Signed Assessment Report b) Attendance Register
140															
141	DTPS 08	All	The number of jobs created through Municipalities, Local Economic Development initiatives including Capital Project	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 jUNE 2027	Enterprise Asset Support	Number of MSMEs and Coops supported with material and equipment	15 MSMEs and Coops supported with material and equipment	15	Submit the evaluated list of MSMEs and Cooperatives Report to DTPS Committee for noting.	15 Requisitions submitted	Procurement processes	15 Handovers	Development and Town Planning Services	**R1 701 595,00**	**Quarter 1** Portfolio Committee Resolution for Noting **Quarter 2:** Proof of an email request submited to SCM **Quarter 3** Order **Quarter 4:** Delivery Note and beneficiaries register & Close Out Report
142															
143	DTPS 15	All	The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of municipality's integrated development plan	To inculcate a culture of good governance compliance and effective internal controls by 30 jUNE 2027	Capital budget expenditure	Percentage of the department's annual capital budget actually spent on capital projects	91% of the department's annual capital budget actually spent on capital projects	90%	15%	30%	60%	90%	Development and Town Planning Services	**R230 000,00**	**Quarter 1-4** Detailed Capital Budget Report
144															
145	DTPS 19	All	The number of jobs created through Municiplaity's, Local Economic Development initiatives including Capital Projects	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2027	Artisan Skills Development	Number of Artisan training programmes conducted with Tvet/FET	New Project	2	Compilation of the technical/artisan skills training needed & submission to Tvet for alignment, costing & planning	MoA for implementation Plan & Enlisting Beneficiaries to the Artisan Skill Training..	1x Welding Training	1x Upholstery Training	LED	**R380 000,00**	**Quarter 1**: Artisan Skills Needed Report & Tvet Artisan Skills Training Plan. **Quarter 2**: Signed MoA for Artisan Skill Training & Beneficiary List/Commitment Agreement to the program. **Quarter 3**: Training Report & Pictures
146															
147	DTPS 21	13	The number of jobs created through Municiplaity's, Local Economic Development initiatives including Capital Projects	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2027	Kevelear Bakery Business Venture	Number of Operations Lease entered into for the Bakery Operation	New Project	1	Finalise Handover of Equipment from DWYPD to Municipal Asset Register.	1. Advertising & Recruitment of a possible operator. 2. Amend and Finalise MoU with Marrianhill Diocese Mission Church	SCM Processes to finalise all outstanding work & connections to operate the Bakery.	1 Signed Lease Agreement	LED	**R150 000,00**	**Quarter 1**: Minutes of Meeting & Signed undertaking from DWYPD for the transfer of equipment. **Quarter 2**: Advert & List of Prospective Lessee Signed Amended MoA with Marrianhill Mission. **Quarter 3**: Requisition Memo/Advert/Appointment letter. **Quarter 4**: Signed Lease Agreement
148															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
149	DTPS 22		The number of jobs created through Municiplaity's, Local Economic Development initiatives including Capital Projects	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2027	Centocow BnB Refurbishment	Occupancy rate of Centocow BnB following refurbishment and activation interventions	New Project	Achieve 50% occupancy rate at Centocow BnB by 30 June 2027	Prepare an Assessment of Sustainabilty Report & Recommendations for Council Approval	Initiate SCM process to activate necessary interventions (Staff Training, Booking System, Internet Connectivity, Uniforms, Dining & Reception Area	25%	50%	LED	**R150 000,00**	**Quarter 1**: Sustainability Report & Council Aapproval. **Quarter 2**: Requisition Memo **Quarter 3**: Monitoring & Evaluation Report **Quarter 4**: Monitoring & Evaluation Report

SECTION H – CHAPTER 8: PERFORMANCE MANAGEMENT SYSTEM

Performance management is underlined by a strategic approach, which is aimed at equipping leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. It is a requirement for local government in terms of the Municipal Systems Act, 2000. The act requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance-based indicators linked to their integrated development plan (IDP);

Publish an annual report on performance for the councilors, staff, and the public and other spheres of government; performance planning, monitoring and measurement, review, reporting and improvement.

- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have their annual performance report audited by the Auditor-General.

7.3. ORGANIZATIONAL KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

- This includes determining the roles
- of the different role-players, (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001)

7.4. DEPARTMENTAL INDICATORS

In this regard, the municipality takes cognizance of the provision outlined in Section 40 of the Municipal Systems Act of 2000 (MSA), Municipalities must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review,

- Involve the community in setting indicators and targets and in reviewing municipal performance

evaluate and improve performance at organizational, departmental and employee levels. Furthermore, Section 34 of the MSA states that the Integrated Development Plan (IDP) has to be reviewed annually. During the IDP, review process the Key Performance Areas, Key Performance Indicators must also be reviewed on an annual basis. This also includes the Performance Targets that must be reviewed, and this review forms the basis for the review of the Organizational Performance Management and Performance Contracts of Section 54 and 56 Managers. The Municipal Planning and Performance Management Regulations (2001) stipulate that a municipality's performance management system must entail a framework that describes how the following municipal cycle and processes will be conducted, organized and managed:

7.5. DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

The above-mentioned work plans provide the foundation for quarterly performance assessments of the municipality. Essentially, the plans provide linkage between the operational plans and indicators. The performance assessment in the first quarter are conducted informally between the supervisor and incumbent, where as the mid-year and annual assessment are formally conducted and documented.

As provided by the Individual Performance Management System Policy, all management including all Deputy Municipal Managers, Process Managers and other level 3 managers are required to enter into an individual performance agreement on an annual basis. The approved SDBIP, as well as the departmental indicators, through the development of individual work plans, inform the individual performance agreements. The indicators enclosed within the work plans are agreed upon and signed off by both the supervisor and the incumbent.

7.6. OUTPUTS IN THE PERFORMANCE AGREEMENTS LINKED TO ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

Dr Nkosazana Dlamini-Zuma Local Municipality undertakes to meet definite service delivery and budget spending targets during the specific financial year through the Service Delivery and Budget Implementation Plan (SDBIP).

It is a detailed outline of how the objectives, in quantifiable outcomes, set out in the Integrated Development Plan (IDP) are implemented and linked to the approved annual budget. As the budget gives effect to the strategic priorities of the municipality, it is important to supplement the budget and IDP with a management and implementation plan. The SDBIP is a yearly contract agreed to by the administration, council and the community whereby the intended objectives and projected goals are expressed in order to ensure that the desired long-term outcomes are attained. It includes the service delivery targets and performance indicators for

each quarter and therefore facilitates management over financial and non-financial performance of the municipality, at every level, and is continuously monitored throughout the year.

In the interests of good governance and better accountability, the SDBIP enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. It must also be consistent with outsourced service delivery agreements.

The SDBIP is essentially the management and implementation mechanism, which sets in-year information, such as quarterly service delivery and monthly budget targets, and relates each service delivery output to the budget of the municipality, thus providing realistic management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. It serves a critical role to focus both the administration and council on outputs by providing clarity on service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and linking such targets to top management. As a management and implementation plan, a dynamic document may be revised as actual performance is taken into account or service delivery targets and performance indicators change. However, it may not be revised downwards when there is poor performance (National Treasury MFMA Circular No. 13, 2005).

7.7. ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR [2025/2026]

7.7.1. LEGISLATION

The preparation of a Service Delivery and Budget Implementation Plan is required according to the Municipal Finance Management Act, Act No. 56 of 2003 (MFMA), which obliges all spheres of government to be transparent about their financial affairs and clarifies the separate roles and responsibilities of the council, mayor and officials.

Section 1 of the MFMA defines the SDBIP as-a detailed plan approved by the mayor of a municipality in terms of section 53(1) (c) (ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include the following:

(a) Projections for each quarter of -

(i) Revenue to be collected, by source; and

(ii) Operational and capital expenditure, by vote;

(b) Service delivery targets and performance indicators for each quarter.

According to Section 53 of the MFMA, the mayor is expected to approve the SDBIP within 28 days after the approval of the budget. In addition, the mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after its approval.

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. Section 72(1)(a) of the MFMA outlines the requirements for mid-year reporting.

7.7.2. DEPARTMENTAL AND PERFORMANCE MANAGEMENT SCORECARD (2026/2027)

In the case of the Dr NDZ Municipality, SDBIP also serves as the departmental scorecard.

Below are the areas of underperformance highlighted from the annual performance report

KPI No.	Key Performance Indicator (KPI)	2024/25 FY		Reasons For Variances	Corrective Measures
		Target	Actual		
PWBS 1	Number of kilometers of gravel roads steep hills upgraded to concrete surface.	**1,830km**	**Target Not Achieved, 1,264km of gravel roads steep hills upgraded to concrete surface**	The municipality was able to appoint service provider on time following all SCM processes however the delays in completing all three roads were caused by poor performance of the appointed Contractor	The service provider for Mandawe gravel road was served with an intention to terminate the contract due to poor performance on 20 June 2025. The letter to finalize the termination of the service provider due to poor performance has been sent to on 16 July 2025. The project is currently on hold and would be included in the 2025/26 SDBIP during the adjustment period in February 2026.
PWBS 17	Number of Work Opportunities created through EPWP grant	**271**	**Target not Achieved,259 of work opportunities created through EPWP grant.**	the variance is as a result of budget cut from National Treasury.	The department has adjusted downwards this target in order to be in line with the municipal available resources.
DTPS 07	Number of skills training programmes conducted for Emerging Enterprises	**2 (Massage Therapy & Tour Guiding Trainings)**	**Target Not Achieved,0 skills training programme was conducted for Emerging Enterprises**	The training advertisement did not yield any responses, as no service providers expressed interest or submitted proposals despite the advertisement being duly published	The department is currently in the process of finalizing Memoranda of Understanding (MoUs) with TVET Colleges that will be responsible for facilitating the training programmes.

OMM 12	Percentage of the municipality's annual capital budget actually spent on capital projects	**90%**	**Target Not Achieved, 86% of a municipality's annual capital budget actually spent on capital projects**	Due to invalidity of some of the service delivery related projects the capital budget could not be spent.	some of the service delivery related projects the capital budget could not be spent. The municipality had to re-advertise bids where no suitable service provider could be sourced, issuing of letters of intention to terminate was sent to underperforming bidders, some projects had to be included in the 2025/26 SDBIP for implementation.
OMM 13	Percentage spent on grants received:	**100%**	**Target Not Achieved, 99 % of municipality's grants received actually spent on capital projects: Grant expenditure on capital projects:**	There were delays with the transfer of the grant from EDTEA as a result procurement processes for the bailer were alsodelayed.	The suitable service provider has been appointed and delivery would be done before by 31 August 2025.

			(IMIG, INEP, FMG, EPWP, Library Services, Cleanest Municipality)		

OVERALL PERFORMANCE SUMMARY (2024/2025)

The Municipality had a total of 62 performance targets across all departments during the 2025/2026 financial year. Out of these, 57 targets were successfully achieved, translating to an overall performance level of 92%.

This level of performance indicates a strong improvement in the Municipality's ability to plan, implement and monitor its programmes. Most departments performed well, with some achieving full compliance with their planned targets, particularly in the areas of financial management, community services and internal support functions.

However, 5 targets were not achieved during the period under review. The underperformance can largely be attributed to implementation challenges affecting specific projects, particularly those dependent on procurement processes, external stakeholders and funding timelines.

KEY PERFORMANCE CONSTRAINTS

A number of factors contributed to the non-achievement of certain targets:

- **Procurement and implementation delays**
  Some projects experienced delays due to challenges in the procurement process, including unsuccessful bids, extended evaluation periods, and late appointment of service providers. This had a direct impact on project timelines.
- **Delays in capital project execution**
  Certain infrastructure-related targets were affected by slow project rollout and timing issues linked to funding and implementation readiness, resulting in under-expenditure in some areas.
- **Service provider performance challenges**
  In a few instances, appointed contractors did not perform in line with expectations, which contributed to incomplete or delayed project delivery.
- **Dependence on external stakeholders**
  Some targets were influenced by factors outside the Municipality's control, such as limited response to advertised programmes and delays from partner institutions.

RESPONSE AND IMPROVEMENT ACTIONS

To address the above challenges and strengthen future performance, the Municipality has put forward a number of corrective actions:

- **Strengthening procurement processes**
  Measures will be introduced to improve planning and turnaround times within Supply Chain Management, including better bid preparation and quicker adjudication processes.
- **Improved project planning and monitoring**
  Greater emphasis will be placed on project readiness, implementation tracking, and

early identification of risks to ensure that capital projects are delivered within planned timeframes.

- **Enhanced contract management**
  The Municipality will intensify monitoring of service providers, enforce accountability measures, and take corrective action where performance is not satisfactory.

- **Strengthening stakeholder coordination**
  Collaboration with external stakeholders and service providers will be improved to ensure better alignment and timely execution of programmes.

OVERALL ASSESSMENT

The Municipality's performance for the 2024/2025 financial year reflects solid progress and improved operational stability. Achieving 92% of planned targets demonstrates a growing level of institutional effectiveness and commitment to service delivery.

While challenges were experienced in specific areas, particularly in project implementation and procurement, the Municipality has identified practical interventions to address these gaps. With these improvements in place, the Municipality is well positioned to enhance performance further in the next financial cycle.

MANAGEMENT ACTION PLAN

Dr Nkosazana Dlamini Zuma Municipality Audit Response Plan (Based on the Audit Report – received from the Auditor-General In respect of the Audit of the 2024/25 Financial Year of the Municipality)

The Municipality's Management Action Plan for the 2024/2025 Financial Year Audit Year Reads as Follows:

Below is the Table of Management Action Plan

DR NKOSAZANA DLAMINI ZUMA LOCAL MUNICIPALITY
INTEGRATED DEVELOPMENT PLAN 2026/2027

NO.	AUDIT FINDING	CLASSIFICATION				AG	MANAGEMENT ACTION	RESPONSIBLE	TARGETED COMPLETION DATE	STATUS RESOLVED
		FINANCIAL	PERFORMANCE	COMPLIANCE	INTERNAL CONTROL					
1	**Cash and cash equivalents** Interest accrued as at 30 June 2025 not recognised appropriately	✔					Adjustment and review of the 30 June 2025 annual financial statements. Preparation and review of full interim and annual financial statements. Keep abreast on any emerging matters and treasury pronoucements to ensure that AFS templetes are appropriately updated.	CFO/IA	30 November 2025 31 May 2026, 18 Aug 2026 31 May 2026, 31 Aug 2026	1. Resolved 2. Not due yet 3.Not due yet
2	**Employee Related costs** Disclosure requirements were not included within the annual financial statements that has been submitted for audit. That is prescribed within the GRAP 25 requirements.	✔					Adjustment and review of the 30 June 2025 annual financial statements. Preparation and review of full interim and annual financial statements. Keep abreast on any emerging matters and treasury pronoucements to ensure that AFS templetes are appropriately updated.	CFO/IA	30 November 2025 31 May 2026, 18 Aug 2026 31 May 2026, 31 Aug 2026	1. Resolved 2. Not due yet 3. Not due yet
3	**Compliance Expenditure** Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R6 953 that occurred in 2024-25 financial year.	✔					An investigation will be conducted by a council committee to determine the root cause of the fruitless and wasteful expenditure. A review and update of our internal control processes will be carried out to address any deficiencies identified in financial and risk management systems. The finance department will implement monthly expenditure reviews to identify and address potential fruitless, and wasteful expenditures promptly.	Council Committee DCFO/CFO SCM AND EXPENDITURE UNIT	30 April 2025 30 November 2024 Ongoing, Monthly	1. Not due yet 2. Resolved 3. Not due yet
4	**Section 125 of MFMA_ additional disclosure** IncompleteThe review of note 39 Additional disclosures in terms of MFMA does not have disclosure of PAYE (Pay as you earn)		✔				Adjustment and review of the 30 June 2025 annual financial statements. Preparation and review of full interim and annual financial statements. Keep abreast on any emerging matters and treasury pronoucements to ensure that AFS templetes are appropriately updated.	CFO/IA	30 November 2025 31 May 2026, 18 Aug 2026 31 May 2026, 31 Aug 2026	1. Resolved 2.Not due yet 3. Not due yet
5	**Cash flow statement** Difference identified on current year cash flow statement:	✔					Adjustment and review of the 30 June 2025 annual financial statements. Preparation and review of full interim and annual financial statements. Keep abreast on any emerging matters and treasury pronoucements to ensure that AFS templetes are appropriately updated.	CFO/IA	30 November 2025 31 May 2026, 18 Aug 2026 31 May 2026, 31 Aug 2026	1. Resolved 2. Not due yet 3. Not due yet
6	**Payables from exchange transaction** The retentions recorded it was noted that they are recorded exclusive of the VAT on the retention	✔					Adjustment and review of the 30 June 2025 annual financial statements.	CFO/IA	30 November 2025 31 May 2026, 18 Aug 2026	1. Resolved

DR NKOSAZANA DLAMINI- ZUMA LOCAL MUNICIPALITY - AUDIT COMMITTEE REPORT TO COUNCIL

I am pleased to present the Audit Committee report to Council.

Audit Committee Members and Attendance

The Audit Committee, hereafter referred to as the Committee, consists of the following four (4) external, non-executive members listed hereunder and since the beginning of this financial year four (4) meetings were held as per its approved terms of reference.

Name of member	Number of meetings attended
Mr. AD Gonzalves	4
Mr. S Ngidi	4
Mr. V Sibiya	4
Mr. M. Mthethwa	3

All members are external and therefore independent with no conflicts of interests being reported.

Audit Committee Meetings

As at the time of reporting, four (4) meetings were held since the beginning of the current fiscal year:

Meeting	Date	Type of Meeting
1	13 August 2025	Ordinary
2	26 August 2025	Special
2	24 November 2025	Ordinary
3	20 March 2026	Ordinary

The Committee held meetings with the Accounting Officer, senior Management of the municipality, Internal Audit, and the Auditor-General of South Africa (AGSA) collectively and individually, on matters related to governance, internal control, and risk in the municipality, throughout the reporting period. Representatives of the AGSA, CoGTA were present at some of our meetings.

Audit Committee Responsibility

The audit committee reports that it has complied with its responsibilities arising from section 166 of the MFMA and has adopted formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and discharged all its responsibilities

as contained therein during the year. The audit committee reports that it discharged its duties in terms of the approved workplan.

The Effectiveness of Internal Controls

In line with the MFMA, the internal audit function provides the audit committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. Various internal audit reports were discussed in the audit committee meetings. Based on our review and deliberation of the findings of internal audit, the audit committee concurred with the opinion of internal audit as follows:

- Alignment between the budget and SDBIP - (2025/2026)
- Annual financial statements for the year ended 30 June 2025
- Annual municipal performance report for the year ended 20 June 2025
- Annual report for the year ended 30 June 2025.
- Performance management for the quarter ended 30 September 2025
- Performance management for the quarter ended 31 December 2025

Annual Financial Statements

The Committee acknowledges the improvement made with respect to year-end financial reporting and encourages management to maintain and improve on this outcome. The Committee further emphasises the need for continued strengthening and monitoring financial reporting controls. Particular attention should be given to the appropriate recognition of interest accrued on cash and cash equivalents; compliance with disclosure requirements relating to employee-related costs in terms of GRAP 25; adherence to PAYE disclosure requirements in accordance with section 125; accurate disclosure of retentions, inclusive of VAT, within trade payables arising from exchange transactions; and comprehensive impairment disclosures relating to receivables from non-exchange transactions. These areas should be subject to ongoing review and follow-up to ensure full compliance and accuracy in financial reporting.

Annual Report

The Committee acknowledged the quality assurance review conducted by the Internal Audit function on the Annual Report. The review identified several editorial, formatting, and grammatical issues, which were subsequently reported to management for corrective action. The Committee further noted that these findings were largely attributed to resource constraints within the Strategic Support section. In this regard, it is recommended that the Accounting Officer implement appropriate measures to strengthen capacity within the Strategic Support section, thereby enhancing management oversight and improving the overall quality of reporting.

Information, Communication, and Technology (ICT)

At its recent meeting, the Committee noted that the ICT Manager position was vacant and was subsequently informed that a suitable candidate has been identified to fill the role. Reports from the ICT section were presented and deliberated upon at Committee meetings, with appropriate recommendations provided to management. The Committee continues to exercise its advisory and oversight responsibilities in relation to ICT governance, with a focus on assessing and mitigating ICT- related risks. The Committee recommends that the Accounting Officer sustain efforts to address and resolve all outstanding internal audit findings before the end of the financial year.

Performance Management

The Committee emphasizes that Management must improve oversight to ensure the IDP,SDBIP, budget, and procurement plan are fully aligned before the financial year begins. Additionally, the Committee is concerned that weak management oversight has undermined the credibility of in year quarterly performance reporting. It is recommended that Management exercise due care by implementing consistent controls over performance reporting throughout the year.

Internal Audit

Following consultation with the Chief Audit Executive (CAE), the Committee acknowledges the steady progress of the annual internal audit plan despite current resource constraints. To ensure optimal focus and delivery, the Committee has approved the deferral of the Fleet Management engagement to the second quarter of the upcoming financial year. The CAE has provided formal assurance that the remaining plan milestones are on track for timely completion within the current period. The Committee welcomes the upcoming training for the internal audit function on reviewing annual financial statements. This initiative will improve the its technical skills and ensure a more thorough oversight of the municipality's financial reporting.

Internal audit monitors and reports on the implementation of management corrective actions undertaken to address previous audit findings. In doing so, it assists Management and Council in mitigating risks thus playing a pivotal role through combined assurance to assist in risk management and strengthen the control environment. As reported in our most recent meeting, it was noted that of the seventy-five (75) prior internal audit findings, forty-two (42) had been resolved by management, thirty-one (31) had been partial resolved, and two (2) having yet to be resolved by management. The status on resolving prior reported findings expressed as a percentage is as follows:

Status	**%**
Resolved	56%
In progress	40%
Unresolved	4%
Total	**100%**

The Committee recommends that the Accounting Officer continue efforts in resolving all outstanding findings before the end of the financial year in the areas of ICT, Performance, Supply Chain and Waste Management. The Committee noted that some of the management actions were dependent on additional budget with an expectation that some of the findings being resolved in the next financial year.

Combined Assurance Framework

The Committee has completed its review of the Combined Assurance Framework, receiving confirmation that comprehensive consultations were conducted with key stakeholders, including CoGTA. Following this assessment, the Committee recommends the Framework to the Council for formal approval and implementation.

Risk Management

The Committee is satisfied with the current risk management governance structure, noting it is led by an independent Chairperson whose second-quarter reports have been duly considered. However, to enhance overall effectiveness, the Committee identified a need from structural improvements. Specifically, the current oversight of the Risk Management function by Internal Audits creates a conflict of interest that impairs independence. Consequently, the Committee recommends that the Accounting Officer immediately secure third-party providers to conduct the annual internal audit review of risk management, thereby ensuring objectives and independent assurance.

Financial Reporting- In Year

Based on the reports presented at the last meeting, the committee reports that there were no indicators, matters or risks brought to its attention of financial viability problems that may impact the going concern assumption. The Committee recommends that the Accounting Officer implement effective processes to expedite supply chain management processes in the appointment of service providers to meet capital expenditure targets in a compliant manner and where necessary implement consequence management. The committee was pleased to note that there were no instances of unauthorised, irregular and fruitless and wasteful expenditure reported by management. An assessment of internal controls over financial reporting will be revisited in the fourth quarter after an internal audit review of the interim annual financial statements. An assessment of the management corrective actions to address prior year reported AGSA findings will also be assessed during the fourth quarter.

Conclusion

The Committee thanks Council, the Mayor, the Accounting Officer, Management and the administrative staff, the Chairperson of the Risk Management Committee and the AGSA for their cooperation. The Committee relies extensively on the work of Internal Audit and expresses its gratitude to the Manager: Internal Audit for her assistance and cooperation throughout the financial year.

SECTION I – CHAPTER 9: ANNEXURES

1. Draft Spatial Development Framework
2. Draft SDBIP for 2026/2027 Financial year – Annexure C
3. Implementation Plan – Annexure D
4. Disaster Management Sector Plan
5. Disaster Management Master Plan
6. Human Settlement Sector Plan
7. Ward Based Plans 2026/2027 signed by Ward Councillors
8. LED & Tourism Strategic Plan
9. LED Implementation Plan
10. Revenue Enhancement Strategy
11. Occupational Health & Safety Plan 2026/2027
12. Human Resource Strategy
13. Indigent Policy
14. Communications Strategy
15. Public Participation Policy
16. Customer Care and Ward Committee Policy
17. Annual Financial Statements
18. Integrated Waste Management Plan
19. Indigent Register
20. Financial Ratios
21. Asset Register
22. Age Analysis
23. SMME Support Policy
24. Integrated Waste Management Plan